UNIVERSITY OF MASSACHUSETTS
COMMITTEE/BOARD MINUTES 1974, 1975, & 1976

EXECUTIVE COMMITTEE
December 2, 1974 President's Office, Boston, MA
December 4, 1974 UMASS Amherst
December 17, 1974 President's Office, Boston, MA
February 5, 1975 UMASS Boston
April 2, 1975 UMASS Amherst
May 7, 1975 UMASS Worcester
June 4, 1975 UMASS Boston
June 25, 1975 President's Office, Boston, MA
September 3, 1975 UMASS Amherst
October 1, 1975 UMASS Worcester
November 5, 1975 UMASS Boston
November 26, 1975 President's Office, Boston, MA
December 3, 1975 UMASS Amherst

STUDENT AFFAIRS
December 17, 1974 President's Office, Boston, MA
March 18, 1975 UMASS Amherst
April 22, 1975 UMASS Amherst
May 20, 1975 President's Office, Boston, MA
June 4, 1975 UMASS Boston
September 3, 1975 UMASS Amherst
October 1, 1975 UMASS Worcester

FINANCE
December 17, 1974 President's Office, Boston, MA
February 19, 1975 President's Office, Boston, MA
March 5, 1975 President's Office, Boston, MA
March 27, 1975 President's Office, Boston, MA
April 22, 1975 President's Office, Boston, MA
May 27, 1975 President's Office, Boston, MA
June 4, 1975 UMASS Boston
August 19, 1975 President's Office, Boston, MA
October 22, 1975 President's Office, Boston, MA
November 5, 1975 UMASS Boston

LONG-RANGE PLANNING
February 19, 1975 President's Office, Boston, MA
April 16, 1975 President's Office, Boston, MA
May 14, 1975 President's Office, Boston, MA
May 27, 1975 President's Office, Boston, MA
June 24, 1975 President's Office, Boston, MA
October 10, 1975 UMASS Amherst

BUDGET
February 19, 1975 President's Office, Boston, MA
April 16, 1975 President's Office, Boston, MA
May 7, 1975 UMASS Worcester
May 27, 1975 President's Office, Boston, MA
June 24, 1975 President's Office, Boston, MA
September 11, 1975 UMASS Boston
October 28, 1975 President's Office, Boston, MA
November 26, 1975 President's Office, Boston, MA
December 3, 1975 President's Office, Boston, MA

BUDGET & FINANCE
June 4, 1975 UMASS Boston
May 27, 1975 President's Office, Boston, MA

FACULTY AND EDUCATIONAL POLICY
February 5, 1975 UMASS Boston
March 19, 1975 President's Office, Boston, MA
April 22, 1975 President's Office, Boston, MA
May 13, 1975 President's Office, Boston, MA
June 18, 1975 President's Office, Boston, MA
September 3, 1975 UMASS Amherst
October 1, 1975 UMASS Worcester
October 22, 1975 President's Office, Boston, MA
November 5, 1975 UMASS Boston
November 19, 1975 President's Office, Boston, MA

BUILDINGS AND GROUNDS
March 18, 1975 President's Office, Boston, MA
April 16, 1975 President's Office, Boston, MA
June 24, 1975 President's Office, Boston, MA
October 24, 1975 President's Office, Boston, MA
November 18, 1975 President's Office, Boston, MA

HEALTH AFFAIRS
December 11, 1975 President's Office, Boston, MA
January 6, 1976 UMASS Worcester

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

December 2, 1974; 10:00 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Gordon, Pumphret, Rowland, Troy; Treasurer Johnson, Secretary Hardy, Mr. Mehegan

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton, Vice President Edelman, Mr. O'Leary

UM/Worcester: Chancellor Soutter, Mr. Stockwell, Dr. Wheeler

UM/Worcester--Group Practice Regulations (Doc. T75-065)

The meeting was called to order at 10:30 a.m. President Wood, at Chairman Healey's request, began with a brief overview of the agenda, then asked Vice President Edelman to present the Group Practice Regulations (Doc. T75-065) to the Committee for discussion. Mr. Edelman sketched the development of the Group Practice Plan, citing researches of the President's Office and consultations with the faculty and administration of the Medical School. He recalled that the University had decided that special legislative authorization of the plan was needed. This authorization had been signed by Governor Sargent in August 1974, and details of the rules and regulations of the plan had been under development and discussion throughout the fall.

He told the Committee that a final set of rules and regulations was not ready, and that the President was therefore presenting a set of interim guidelines for adoption at this time. He said he hoped to see a completed final draft by no later than July 1, 1975, and preferably sooner.

The reason for the interim guidelines, Mr. Edelman explained, is that if some guidelines were not soon in operation, faculty members could not be paid salaries in excess of state ceilings without danger of violation of the state conflict-of-interest law.

Mr. Edelman sketched the tripartite compensation outline of the Group Practice Plan: each member's compensation would consist of (1) a state salary not to exceed statutory ceilings, (2) a group practice guarantee over and above the state salary, and

(3) an earned incentive portion. Though the three parts may add up to large sums, he said, the total was likely to be less than that which might be earned in private practice. Mr. Edelman said that, although statute allowed the state salaries of chairmen to be "overscale," every effort should be made to keep these salaries below the scale limit. The number of "overscale" appointments on state salaries could be kept to a minimum by utilizing the tripartite compensation plan of group practice.

Mr. Edelman pointed out that the fees from clinical practice would not initially generate sufficient income to cover commitments. Chancellor Soutter said that fees presently earned by clinical faculty would be available for the Group Practice Trust Fund, and FY 74 and FY 75 Health Professions Capitation grant funds are also in hand for this purpose. Mr. Edelman was optimistic about Congress passing FY 76 capitation grants, in which case an additional $300,000 might be received by the Medical School. However, if alternative additional funds should be needed to meet Group Practice commitments, the Board would be asked to consider borrowing from other University Trust Funds, which would be permissible if it was clearly stipulated as a loan to be repaid.

Discussion followed about the problems and issues involved in financing the Group Practice Plan in this initial period.

Chairman Healey laid stress on the need for the Board to be kept abreast of the status of the Plan and its finances at all stages. He said a constant reviewing process is imperative, and emphasized that the Board should be on top of projected commitments and their funding aspects at all times. Mr. Stockwell suggested that the Medical School make an initial report and subsequent reports to the Board on the fifteenth of each month, about the situation of the preceding 30 days. The Chairman and the President endorsed this idea.

Mr. Edelman emphasized the need periodically to renegotiate the mix of the tripartite compensation package. He said that while the total compensation would remain the same, the salary would come down as the fringe benefit package increases.

Mr. Edelman observed that the prospective financial position of the Group Practice Plan would be favorable in comparison to others of its type. He concluded his discussion with a request for certain amendments to Document T75-065, which were duly made.

There being no objection, it was accordingly moved, seconded, and

VOTED: To recommend to the Board of Trustees that it approve and adopt the Interim Guidelines for the University of Massachusetts Medical School Group Practice as attached to Trustee Document T75-065.

COMMITTEE

UM/Worcester--
Group Practice
Regulations
(Doc. T75-065)

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to establish a University of Massachusetts Medical School Group Practice Trust Fund in accordance with Chapter 733 of the Acts of 1974 and University policy, disbursements from said fund to be in accordance with the Interim Guidelines for the Group Practice (Trustee Doc. T75-065).

VOTED: To recommend to the Board of Trustees that it authorize the transfer of the funds provided by the Health Professions Capitation grant from the U.S. Department of Health, Education and Welfare into the University of Massachusetts Medical School Group Practice Trust Fund, said money to be expended in accordance with the Interim Guidelines for the Group Practice. (Trustee Doc. T75-065)

Personnel
Actions
(Docs. T75-068
and T75-069)

The Chairman next directed the Committee's attention to faculty appointments at the Medical School. Vice President Lynton said that the Committee had before it two lists which constituted all appointments but one made so far this fiscal year where total salary was greater than the State maximum as well as all new appointments which had been reviewed and recommended by the F & EP Committee. He called attention to two characteristics. First, he said, the total salary is equal to the total compensation because as yet the fringe benefits are minimal. As Mr. Edelman had explained earlier in the discussion about the Group Practice guidelines, the salary and its components would be renegotiated within the same total compensation. All compensation details would be subject to renegotiation on or before July 1, 1975.

Secondly, he continued, prior to the opening of the Teaching Hospital, the clinical income of faculty members will be severely limited. These recommendations allow a temporary guarantee of that portion of the salary which in due time can be expected to derive from earned overage. In most cases, added Dr. Lynton, the state share of the salary has been kept to or below the state salary maximum. Chairman Healey commented that it would be a great day when the salaries of clinical faculty can be within a state scale and they can earn the rest of their compensation from clinical practice fees through the Group Practice Plan.

Classification
of Position
Titles
(Doc. T75-070)

President Wood also placed before the Committee, Position Classifications for Radiation Technician and Administrative Clinical Dietician. Mr. Edelman explained that with the start-up of the new Teaching Hospital there is need for certain necessary functions to be carried out, which do not presently exist as positions.

Upon motion made and seconded, it was

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Classification of Position Titles (Doc. T75-070)
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VOTED: To recommend to the Board of Trustees that it ratify the appointments, with the dates specified, as set forth in Trustee Document T75-068 and approve the components of compensation as set forth in said document, said components to be renegotiated and submitted to the Board of Trustees for its approval not later than July 1, 1975; further, that the Board of Trustees authorize the preparation and filing of any documents necessary for the implementation of this vote.

And it was

VOTED: To recommend to the Board of Trustees that it approve the prospective appointments and terms of employment as set forth in Trustee Document T75-069, said stated components of compensation to be renegotiated and submitted to the Board of Trustees for its approval not later than July 1, 1975; further, that the Board of Trustees authorize preparation and filing of any documents necessary for its implementation of this vote.

It was also

VOTED: To recommend that the Board of Trustees approve the classification of two position titles as set forth in Trustee Document T75-070.

And it was further

VOTED: That the Classification of Position Titles under the Provision of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

And finally

VOTED: That, in accordance with the Provisions of Chapter 648 of the Acts of 1962, the position titles in the Professional Staff detailed in Doc. T75-070 are classified as weekly salary rates specified after the titles of positions in the following schedule subject to subsequently being amended, revised, added to, or repealed by the Board of Trustees under the Provisions of said Chapter 648.

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Executive Compensation, Salary and Position Classification Study

The Committee next turned, at the request of the President, to the fourth item on the agenda, Executive Compensation, Salary and Position Classification Study. He informed the Committee that last February he had established a Management Task Force on University Organization, to study and recommend ways to achieve a more effective, economical and efficient administrative posture for the University. Father Michael Walsh, Academic Advisor to the President, is Chairman of this Task Force, and it is proceeding with the review of organization and reorganization of the Amherst, Boston and Worcester campuses as to the comparability and appropriateness of structure, position classification, salary and compensation.

He had asked Treasurer Johnson to take the lead in specifically looking into approximately the top 100 or so administrative positions in the University, comparing equity of compensations, salaries and position titles among campuses, and between campuses and President's Office. Assistant Vice President Peter Kaplan and the Personnel Office are coordinating the longer-range study of the total administrative personnel picture.

Treasurer Johnson commented that similar reviews of this kind have occurred over the years as internal efforts. He felt now that an outside consultative study on this matter would be highly desireable, and suggested several firms with experience in this area. President Wood mentioned that a recent survey of comparable universities around the country with respect to their executive compensation and salary patterns indicated that the University stood in about the middle of the spectrum.

Treasurer Johnson said that the University does not have funds for a comprehensive compensation study. He did not know the cost of a study such as he was proposing in the draft scope of work statement which was distributed to the members of the Committee, but he said he would hope it could be done in 90 days. Chairman Healey proposed that the Committee review the draft of the scope of work and authorize the President to retain a consulting firm to conduct the study. Other members of the Committee supported this and it was

VOTED: To authorize the President to engage a consulting firm to make an executive compensation, salary and position classification study and plan for the University to report thereon to the Trustee Executive Committee.

UM/Worcester--Search for Dean of Medical School (Doc. T75-066)

The Chairman turned next to the matter of the Search Committee for Dean, University of Massachusetts at Worcester (Doc. T75-066). President Wood informed the Committee that he and Chancellor Soutter both believe in the need to establish a search committee and begin the search for a new Dean for the Medical School who will most likely later be the Chancellor. He said that consistent with

the Statement on University Governance, the proposed composition of the committee include students as well as faculty and in recognition of the specialized mission of the Medical School and its relationship to other institutions and the community it is proposed that membership on the search committee include two people from outside the University community.

Chancellor Soutter expressed his agreement with the President on the desirability of having students as well as outsiders on the search committee. The Chancellor then questioned the appropriateness of the dates indicated in the Charge to the search committee. He announced that he had accepted the position of President-elect of the National Easter Seal Society and that he would like to retire from the University on January 1, 1976, instead of July 1976 in order to assume the Presidency at that time. He therefore suggested that the arrival of the new dean be postponed to January, 1976.

Chairman Healey suggested appointment of a new Dean to take office in July 1975, while Dr. Soutter was still serving out his tenure as Chancellor, might be beneficial to the Medical School. He said a new Dean should immediately upon taking office assume a heavy administrative load and work with the Chancellor, thus providing lead time for a smooth transition. Chancellor Soutter voiced no objection to this idea and Trustee Gordon agreed that such a plan of having a new Dean in office six months before Dr. Soutter's retirement might well assist the transition.

At the request of the Chairman, the proposed vote was adjusted to clarify the Committee's intent that the new dean would indeed become Chancellor and also that the President should submit four instead of three nominations for the outside membership. There being no objection, and upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that a Search Committee be established to consider and make recommendations to the President and the Board of Trustees for the appointment of a Dean who will later be Chancellor and Dean for the University of Massachusetts Medical School at Worcester; this Committee to be composed of four members of the faculty of the Medical School; one student; two members from outside the University community of professional distinction in medical education, health affairs, or leadership in higher education; and two Trustees. The Committee will be appointed by the Board. At least six nominations for faculty membership shall be submitted by the faculty of the Medical School as a whole; at least two nominations for student membership shall be submitted by the student body; and at least four nominations for outside membership shall be submitted by the President.

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UM/Worcester--
Search for Dean
of Medical
School

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The procedure to be followed by the Committee shall be determined by the Committee subject to the approval of the President and the Board of Trustees.

COMMITTEE

The Committee went into executive session at 11:40 a.m. and adjourned at 12:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF SPECIAL MEETING OF TRUSTEE EXECUTIVE COMMITTEE

December 4, 1974

COMMITTEE

Room 105
Campus Center
University of Massachusetts at Amherst

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Croce, Gordon, Pumphret, Rowland, Shaler, Troy, Weldon; Secretary Hardy, Mr. Mehegan

The meeting was called to order at 4:10 p.m.

UM/Worcester Search Committee for Dean (Doc. T75-066A)

The Chairman explained that he had called the meeting to propose a change in the procedures to be followed in the selection of a Search Committee for a Dean of the Medical School (Doc. T75-066A). He pointed out that the next full meeting of the Board would not take place for two months, in February 1975, and that it would be highly desirable for the search committee to begin work expeditiously. He therefore proposed that the Board authorize the Executive Committee to select the members of the search committee. He added that Chancellor Soutter had asked that the date of his retirement be changed from July 1976 to January 1976, thereby making it even more important for a committee to go to work soon.

He also asked the Executive Committee to recommend that the search committee be empowered to devise its procedures subject to the approval of the President, without prior reference to the Board of Trustees.

There was no objection, and upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that a Search Committee be established to consider and make recommendations to the President and the Board of Trustees for the appointment of a Dean who will later be Chancellor and Dean for the University of Massachusetts Medical School at Worcester; that this Committee be composed of four members of the faculty of the Medical School, one student, two members from outside the University community of professional distinction in medical education, health affairs, or leadership in higher education, and two Trustees; that at least six nominations for faculty membership shall be submitted by the faculty of the Medical School as a whole; at least two nominations

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for student membership shall be submitted by the student body at the Worcester campus; and at least four nominations for outside membership shall be submitted by the President; that the Chairman of the Board be and hereby is authorized to designate the two Trustees for membership on the Committee; and that the Executive Committee be and hereby is authorized to select the members of the Search Committee from among said nominees.

The procedure to be followed by the Search Committee shall be determined by the Committee subject to the approval of the President.

The meeting was adjourned at 4:21 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF THE TRUSTEE EXECUTIVE COMMITTEE

December 17, 1974; 10:00 a.m.

COMMITTEE

Office of the President, University of Massachusetts
One Washington Mall, Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Gordon, Pumphret, Shaler, Troy, Secretary Hardy

The meeting was called to order by Chairman Healey at 11:10 a.m.

Chairman Healey invited President Wood to review the status of nominations from various constituencies concerned with the formation of a search committee for a Dean of the Medical School, later to be Chancellor of UM/Worcester, as voted by the Board of Trustees at its meeting on December 4, 1974.

UM/Worcester--Search Committee for Dean of Medical School

President Wood said that, in a letter from Chancellor Soutter, he was informed that the Executive Committee of the Medical School Faculty had met and decided to recommend the following types of individuals for the six faculty nominations: two chairmen of preclinical departments, two of clinical departments, one physician representing voluntary and part-time faculty, and one member of the full-time faculty below the level of chairman. The general faculty wanted to name its own representative and had not yet met. President Wood asked the Committee if it favored a junior faculty member as one of the four faculty representatives on the Search Committee. A brief discussion led to unanimous assent to having a representative of the general faculty.

Faculty Nominations

The other five faculty nominations were:

Dr. Neal C. Brown, Professor and Chairman of the Department of Pharmacology
Dr. Donald J. Tipper, Professor and Chairman of the Department of Microbiology
Dr. Robert B. Hickler, Professor and Chairman of the Department of Medicine
Dr. Hugh S. Fulmer, Professor and Chairman of the Department of Community and Family Medicine
Dr. Edward Mason (voluntary and part-time faculty member), Head of Psychiatry at the Memorial Hospital, on the Staff of St. Vincent's and Worcester City Hospitals, and Acting Chairman of the Medical School Department of Psychiatry

UM/Worcester--
Search Committee
for Dean of
Medical School

The Committee discussed each nominee and it was felt that the representation on the Search Committee should include faculty from both the preclinical and clinical departments. Chairman Healey said that because of the Medical School's particular orientation to Community and Family Medicine, it would be important to have Dr. Fulmer, Chairman of the Department of Community and Family Medicine, on the Search Committee. It was pointed out that Dr. Hickler's experience at Harvard and the Boston teaching hospitals would be valuable. It was felt that Dr. Brown would be an effective representative of the preclinical departments.

President Wood said that since the Board action of December establishing the Search Committee, he had received letters from Helen Marie Smith, Executive Director of St. Vincent's Hospital, and Dr. Edward F. Kilroy, President of the Worcester District Medical Society. Both suggested that a representative of the Worcester medical community be named to the Search Committee. President Wood went on to say that, in consulting general counsel, he had discovered that there could be conflict-of-interest problems in having a staff member of another hospital on the Search Committee. However, he observed, it is understandable that the medical communities of Worcester would be interested in participating in the search for the new Dean.

Trustees
Appointed by
Chairman Healey
to Search
Committee

Chairman Healey had previously appointed Trustees Croce and Abrams as the Trustee representatives on the Search Committee. It was pointed out that Dr. Croce could, in many respects, represent the views of the Worcester medical community. President Wood also said the procedures of the Search Committee would most certainly include consultative mechanisms with the Worcester medical community throughout the Committee's work.

Nominations by
the President

Chairman Healey then invited President Wood to submit nominations for two additional members of the Search Committee. The President reminded the Committee that its vote establishing the Search Committee had stated that the two members from outside the University should be of professional distinction in medical education, health affairs, or leadership in higher education. With that charge in mind he was presenting six names, three of whom represented leadership in higher education. The other three persons are distinguished in medical education and health affairs. In the category of higher education, Dr. Wood listed the following:

Dr. George Hazzard, President of Worcester Polytechnic Institute
Dr. Jacquelyn Mattfeld, Dean of Faculty and Vice Provost of Brown University
Dr. H. Lawrence McCrory, Associate Academic Vice President of the University of Vermont and formerly on the faculty of the University of Illinois Medical College

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Nominations by the President for Search Committee for Dean of Medical School

In the category of medical education and health affairs, Dr. Wood listed:

Dr. Leona Baumgartner, Visiting Professor of Social Medicine at the Harvard Medical School and Executive Director of the Medical Care and Education Foundation; former New York City Commissioner of Health

Dr. Howard Hiatt, Dean of the Harvard School of Public Health and Physician-in-Chief of Beth Israel Hospital

Dr. Louis W. Sullivan, Professor of Medicine at Boston University Medical School

In discussing these nominations, the Committee felt that Dr. Hazzard, a strong advocate of improved public and private institutional relationships, would be a distinguished member of the Search Committee. The Committee noted that Dr. Leona Baumgartner, who was a recipient of an Honorary Degree from the University, and is currently an active member of the University's Trustee Council, is a distinguished woman in the field of health and medical education. It was felt that she also would be an excellent outside member on the Search Committee.

There being no futher discussion of the nominations, it was

VOTED: As authorized by the Board of Trustees on December 4, 1974, the Executive Committee selects the following faculty to be members of the Search Committee for Dean of Medical School: Dr. Neal C. Brown, Dr. Hugh S. Fulmer, Dr. Roger B. Hickler, and a member of the general faculty to be identified subsequently; and the following persons from outside the University community as members of the Search Committee for Dean of Medical School: Dr. George Hazzard and Dr. Leona Baumgartner.

Student Nominations to Search Committee

President Wood further informed the Committee that Chancellor Soutter had asked the students of the first-, second- and third-year classes of the Medical School to nominate one representative of each class for membership on the Search Committee. Due to the schedules of the students, they had not yet met to nominate their representatives. The Committee agreed that the Secretary should be authorized to poll the members of the Executive Committee once information is received about the student nominees from Chancellor Soutter. It was

Student Nominations to Search Committee for Dean of the Medical School

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VOTED: That the Secretary of the Board hereby is authorized to poll the available members of the Executive Committee with respect to their selection of one student for membership on the Search Committee for Dean of Medical School from among student nominees of the Medical School.

Members of the Committee expressed the hope that, after the final selection of a student member and the identification of the junior faculty member, the Search Committee could proceed with its work early in January. It was recalled that the vote of the Board of Trustees on December 4 included the stipulation that "The procedure to be followed by the Search Committee shall be determined by the Committee subject to the approval of the President." Chairman Healey said that he would like to see the Search Committee recommend three candidates for submission to the full Board. President Wood said he would convey this to the Committee and added that he hoped the first meeting of the Search Committee would occur within the first two weeks of January. There being no further business, the Committee adjourned at 12:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

Note: Addendum attached.

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UNIVERSITY OF MASSACHUSETTS

TRUSTEE EXECUTIVE COMMITTEE

COMMITTEE

ADDENDUM
TO
MINUTES OF DECEMBER 17, 1974, MEETING
HELD AT
OFFICE OF THE PRESIDENT
UNIVERSITY OF MASSACHUSETTS
ONE WASHINGTON MALL, BOSTON, MASSACHUSETTS

On December 23, Chancellor Soutter in a letter to President Wood submitted the names of three students for Executive Committee selection of one student representative on the Search Committee. Chancellor Soutter's letter was mailed to members of the Executive Committee and on January 3 and 6, 1975, Secretary Hardy completed the telephone poll of all members of the Executive Committee. The student selected is Miss Mary Mo-Yung Tse of the second-year class. Dr. Karl J. Hittelman was selected as the representative of the general faculty.

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

December 17, 1974; 1:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Shaler, President Wood; Trustees Abrams and Rowland; Mr. Mehegan

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton, Dr. Gartenberg, Dr. Keith, Mr. Searson, Mr. O'Leary, Mr. Lewis, Mr. Cahill

UM/Amherst: Chancellor Bromery, Dr. Gage, Dr. Tillona, Director of Commuters Helen Hill, Graduate Student Senate President Lindsey

UM/Boston: Chancellor Golino, Vice Chancellor Hamilton, Mr. Tubbs, Mr. Vannicelli, Ms. Furman, Ms. Kelly

UM/Worcester: Chancellor Soutter, Dr. Saunders, Dr. Smith

UM/Amherst & UM/Boston--Day Care Reports

The meeting was called to order at 1:00 p.m. Chairman Shaler called on Mr. Searson, University General Counsel, to address the first agenda item, University Day Care Centers. Mr. Searson informed the Committee that he had read the documents pertaining to the item and proceeded to discuss possible legal problems that might arise.

Helen Hill, Director of Commuters, said that North Village was currently up for review and that it was expected to meet applicable standards in January or February. Dr. Gage sketched the history of day care on the campus, and said an effort was underway to gather each of the several centers into a coherent system which could meet state standards.

Chairman Shaler, citing a statement in the report of the Amherst campus, asked why the Third World and New World centers had refused to enter the University day care system. He then asked whether the price of day care might have limited the use which clients might otherwise make of it.

Dr. Gage answered that the Third World and New World centers were spontaneous, volunteer-oriented projects which were

not yet reconciled to the structure and standards of University affiliation. He added that they received no University funds and were simply allowed to use lounges in two residence halls. Dr. Gage also said that he felt confident that there was no need for further expansion of day care services, and that anyone on campus in need was obtaining such services. Ms. Hill added that some parents had actually requested that prices be raised.

Chairman Shaler asked for the report of the Boston Campus. Sara Kelly, Director of Day Care, described the program, and stressed that, unlike the Amherst campus, the Harbor Campus had a crying need for more services but that a lack of funds had made it impossible to expand. It might even be necessary, she said, for the centers to raise their fees, which might force some students to drop out of school.

Chairman Shaler asked Chancellor Golino and Vice Chancellor Tubbs to explain their long-range plans for solving the problems of day care on the Harbor Campus. Both stressed the two priorities of tying the day care program to academic programs without allowing day care to become a guinea pig, and of securing sufficient funds to meet the demonstrated needs for day care on the campus. The campus's commitment is clear, the Chancellor said, but the scale of the services is not.

Ms. Kelly said the program wished to involve the resources of the academic departments, and said the program's view was that an academic component to University day care would involve many academic departments, not just the Department of Education. Overtures had been made to the mathematics and foreign languages departments, she said, in an effort to elicit their participation in the day care program.

Chancellor Golino described a problem encountered in seeking an academic component. Often the academic departments were interested in participating, but their aims and purposes were occasionally at variance with those of the program.

Further discussion ensued about the relation of the Harbor Campus program to Project Head Start and to the Department of Public Welfare. Trustee Abrams asked for more information about the relations, desired and undesired, with the academic departments. Chancellor Bromery explained that the day care programs should not be manipulated for the purposes of the academic programs. Ms. Furman stated that the type of participation envisioned by the Psychology Department, as an example, was not compatible with the aims of the day care program, and said that experimentation with the children should not be allowed.

Trustee Abrams said he found this attitude disappointing, that contact between academic professionals such as psychologists and children is not bad for children, and that experimentation is

not per se a bad thing. Ms. Kelly added that part of the resistance to this role for the Psychology Department was coming from parents, to which Dr. Abrams replied that there should be a meeting of minds between parents and psychologists, if that is the case, to work out an accommodation between them.

Vice President Lynton remarked that there was a fundamental discrepancy between the aims of a research program and the aims of a child care center, and said that the purposes of the day care program should take precedence.

Chairman Shaler concluded the discussion by asking Counsel Searson to provide the Committee with a written report dealing with the legal issues of University day care for its consideration at its next meeting.

Report on Tuition Waivers Policy (Docs. T75-072 and T75-075)

The next item on the agenda was the Report on Tuition Waiver Policies at the University of Massachusetts. Dr. Keith reported to the Committee that he had undertaken a review of tuition waiver policies at the request of the President. He observed that there had been 25 Board votes on this matter since the first tuition waiver in 1912, and that waiver policy had been administered by "pushcart"--without central coordination. He described the categories of waivers granted, the amounts waived, and the portion of the whole they composed. In the academic year 1973-74, he said, the University had waived $2.3 million in tuition.

As a result of the study, Dr. Keith recommended that the numerous de facto categories of waivers be replaced by three basic ones: (1) Compensation for services rendered, (2) financial aid, and (3) courtesy, such as in reciprocal arrangements with other institutions, or for University staff.

There followed discussion about several provisions of Document T75-075. Concern was expressed that the proposed abolition of tuition waivers of residence hall counselors (Section 3.5) might serve to undermine a valuable service. It was agreed that Section 3.5 would be tabled and discussed at the Committee's next meeting. It was also agreed that Section 3.3, dealing with waivers for "fellowship recipients," might profitably bear alteration at that time, since the words "fellowship" and "scholarship" are used differently at Worcester than at the other campuses. There were several other word changes.

Chancellor Soutter expressed the view that the document completely excluded the needs of the Medical School. The Medical School, he said, needed more money for financial aid to its students, but that such funds were decreasing. He added that the Medical School has some minority students, but because of a lack of scholarship money like that available to Boston and Amherst, the number of minority students cannot be increased, despite the long-standing commitment of the school to that end. Dr. Saunders and

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Report on Tuition Waivers Policy (Docs. T75-072 and T75-075)

Dr. Smith enlarged on his remarks, Dr. Saunders describing the state of indebtedness of many of the medical students and the degree to which they must rely on loans, and Dr. Smith describing the difficulty of carrying out a commitment to the admission of minority students without the financial resources to support it. Dr. Soutter stated that without more funds for minority students, the minority admission program will collapse.

Discussion followed about the funds available for scholarships. Dr. Gartenberg mentioned the possibility of work/study funds available to medical students. Chancellor Soutter emphasized that time is a critical factor: unlike undergraduate students, he said, medical students have very little time to use for a work/study program.

Chairman Shaler noted the serious plight of the Medical School in this respect, and said he wished the Committee to discuss it further at its next meeting with the intention of exploring possible solutions. It should be a top priority, he said. Trustee Abrams added that it would be a shame for students who had entered medical school to be forced to drop out for lack of funds.

There was no further discussion, and upon motion made and seconded, it was

VOTED: To recommend to the Committee on Finance that it recommend that the Board of Trustees approve the REPORT ON TUITION WAIVER POLICIES AT THE UNIVERSITY OF MASSACHUSETTS (Doc. T75-072) and adopt the Tuition Waiver Policies as set forth in Trustee Document T75-075 as amended, which policies are based upon the recommendations contained in said Report.

Discussion of Counseling Programs

Chairman Shaler next directed the attention of the Committee to the continuation of discussion of University counseling programs. He asked Dr. Gage if he had anything to add to his report at the November meeting. Dr. Gage said he would wait for the February meeting to make a full report.

Chancellor Golino spoke next, and indicated that his report would be oral. He recapitulated the request of the Committee at its last meeting that he find out what had happened to the 30 counseling and advising positions authorized and funded in the FY 1974 Maintenance Budget. He explained that the Student Affairs staff at the Boston campus stood at 27 positions prior to preparation of the FY 1974 budget. The FY 1974 budget authorized and funded 30 additional positions, which raised the total staff to 57. Of the 30, he said, 29 and one-half were allocated to Student Affairs.

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He gave the following breakdown of the 30 positions. Sixteen were allocated to student affairs professional positions, 10 and one-half to Student Affairs clerical, two to affirmative action professional positions, one to affirmative action clerical, and one-half to other activities. Through trust funds and other sources, he said, Student Affairs positions had been supplemented somewhat, which he said would be fully reported at the February meeting. At President Wood's request, Vice Chancellor for Student Affairs Tubbs gave a further breakdown of the assignment of the 30 professional positions out of the 57.

Chairman Shaler asked whether there had been any redefinition of Student Affairs since the appointment of Vice Chancellor Tubbs. Chancellor Golino observed that counseling is done at the college level, and that up until Vice Chancellor Tubbs's appointment, there had been no central organization. He said an effort was underway to set up such a central control system without destroying the college-level counseling operation. He said that streamlining is principally what is needed.

Further discussion took place, during which President Wood made the observation that there was about one counselor on the college level for every 600 students at the Harbor Campus.

Chairman Shaler said that he had asked for a written report on this matter to be provided in advance of the present meeting, so that he and the other members of the Committee might have time in which to digest it. He regretted that this had not been possible, he said, and asked Chancellor Golino that such be done well in advance of the Committee's February meeting.

UM/Amherst--
Proposed Amendment of Vote Establishing Commencement Trust Fund (Doc. T75-073)

The attention of the Committee was next drawn to the final item, the Proposed Amendment of Vote Establishing Commencement Fund (Doc. T75-073). Dr. Gage explained to the Committee that a long-standing concern had been felt in the Student Affairs office that counseling and career placement activities be considered a continuum throughout high school, college years, and beyond. The present proposal would allow the residue from the commencement fund to be used for these activities in the interest of graduates. President Wood expressed his support for the item, and said that Counsel Searson had no objection.

The Chairman asked how the proposal had originated. Chancellor Bromery said that it had been originally proposed by the students and that, though it was not a primary responsibility item, it had been passed by a vote of the Student Senate.

President Wood said he wished to state for the record that when any matter concerning the campuses comes before the Board, he holds the Chancellors responsible that the governance procedure has been properly followed.

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UM/Amherst--
Proposed Amend-
ment of Vote
Establishing
Com- COMMITTEE
mencement Trust
Fund
(Doc. T75-073)

UNIVERSITY OF MASSACHUSETTS

Trustee Abrams asked if students would have any control over how the funds would be used, and was told that, though actual disbursement would be handled by the Student Affairs Office, it was that office's long-standing policy not to make decisions without consultation with students. To Trustee Abram's suggestion that a provision calling specifically for such consultation be added to the vote, Dr. Gage remarked that such a qualification would be unique among votes of this kind.

There being no further discussion, and a motion having been made and seconded, it was

VOTED: To recommend to the Finance Committee that it recommend to the Board of Trustees that it amend its vote of November 21, 1966, creating a Commencement Fund, to read, in its entirety, as follows:

> To establish the policy of placing the expense of commencement exercises and related events on a self-supporting basis through the establishment of a Commencement Fee of ten dollars ($10.00) to be assessed all students in the fall semester of their final academic year or at the beginning of the last semester or term prior to receiving a degree and to authorize the establishment of a trust fund entitled "Commencement Fund" as a depository for said fees. Further, to authorize the expenditure of said funds for commencement exercises and related events, as well as for such other self-supporting activities or services for the benefit of graduating students or students who have graduated from the University of Massachusetts at Amherst; provided, however, that fees collected prior to February 5, 1975, shall be expended only for the purposes for which the funds were collected.

Trustee Abrams abstained from the vote on the grounds that language assuring student involvement in decisions about use should have been incorporated.

There being no further business to come before the Committee, the meeting was adjourned at 3:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

December 17, 1974; 4:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees Pumphret, Rowland, Shaler; Treasurer Johnson, Miss Eichel

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton, Dr. Keith, Mr. Lewis, Mr. O'Leary

UM/Amherst: Chancellor Bromery, Vice Chancellor Gage, Dr. Tillona, Graduate Student Senate Representative Lindsey

UM/Boston: Chancellor Golino, Vice Chancellor Hamilton

UM/Worcester: Chancellor Soutter, Mr. Cathey

Invited Guest: Mr. Joseph H. Albert, Insurance Consultant

Proposal for University-wide Comprehensive Liability Insurance Coverage (Doc. T75-071)

The meeting was called to order at 4:07 p.m. by Chairman Gordon, who invited Mr. Joseph H. Albert, Insurance Consultant, to review for the Committee the highlights of the proposed comprehensive liability insurance coverage outlined in the University of Massachusetts Invitation to Bidders and attached Specifications (Doc. T75-071). Mr. Albert explained that in the past the University had purchased separate insurance policies to cover some limited types of risks, such as liability connected with false arrest, radio broadcasts, the sale of alcoholic beverages, etc. This partial and piecemeal insurance coverage, he said, did not give the University adequate protection, and he had therefore been charged by the Committee on Finance to determine what the various types of exposure were and to develop a program which would include coverage for these areas, including coverage for Trustees, under one comprehensive liability policy. He stated that he is requesting the approval of the Committee to entertain bids on such a comprehensive policy, bids to be returned by February 12, with Committee action to be taken at its February meeting.

Mr. Albert stated that in addition to publicly advertising for bids, he will encourage a list of major firms to submit

proposals. Other firms will be provided with specifications upon request. Mr. Albert explained that this program was designed to cover all personnel in the employ of the University, Top of the Campus, Trustees, Officers, etc. The University itself, including the Medical School, but not physicians, nurses, etc., will be the subject of a separate quotation. Heretofore, Mr. Albert said, neither the University nor the Commonwealth had been insured. He added that copies of the bidder's policy or policies must be included in the bid.

Mr. Albert called attention to the fact that medical malpractice insurance was not included in this proposal, since this type of insurance is specialized and would limit the number of bidders who could comply with the specifications. Moreover, he informed the Committee, malpractice insurance is becoming increasingly difficult to obtain. Mr. Albert explained that doctors and registered nurses at the Health Center at UM/Amherst purchase their own malpractice insurance.

Mr. Albert stated that as part of the specifications the University had had to indicate the amount and type of exposure to be anticipated, and indicated that the record of the University in the past has been good. As an example of type of exposures to be covered, he mentioned activities such as the Marine Station of the University.

Certain types of coverage, Mr. Albert explained, were not included, and he listed the exclusions in the bid specifications which the Committee examined in detail.

Chairman Gordon asked if the policy would cover University activities in other countries and Mr. Albert replied affirmatively.

Trustee Pumphret asked at what point the insurance carrier would lose its right to handle a case, to which question Mr. Albert replied that the University could employ other counsel. However, he added the insurer would be liable only up to the point where he could have settled had the case not been taken out of his hands. Trustee Pumphret expressed his approval of the policy and inquired as to the estimated cost. Mr. Albert stated that he had given a budget figure of between $30 and $40 thousand per year based on a three-year contract of five million dollars with a six-month cancellation notice. Trustee Pumphret suggested that the Committee measure the current University coverage, including costs, against the proposed plan. He also inquired of Mr. O'Leary, the Assistant to the General Counsel of the University, how the University fared with respect to suits against it, and how the indemnification legislation recently passed by the Legislature affected the possibility of damages being awarded against individual Trustees. Mr. O'Leary stated that the University had not as yet had to pay

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damages, but that several suits were currently pending. In addition, he indicated that his greater concern was for more vulnerable employees of the University, such as instructors, athletic directors, etc.

Trustee Pumphret suggested that the malpractice coverage was a more critical issue than the liability coverage in the proposal, asking for anticipated costs and probable source of funds for more practical coverage. Treasurer Johnson stated that the money to cover the higher anticipated costs of the teaching hospital could not be obtained from Trust funds which is the source for paying for the other. Dr. Soutter stated that three types of malpractice risks are involved: (1) suits brought against the hospital; (2) suits brought against students; and (3) suits brought against the doctors. He said that the last risk was by far the greatest. He hoped that the State might provide the money for suits brought against the hospital, but doubted that it would provide for the other types of risks. Chancellor Soutter offered the following suggestion: that the doctors continue to pay individually for malpractice insurance, but that all insurance be obtained from one carrier and at such time as the Group Practice Plan generates enough income to make it possible, malpractice insurance be funded from the Group Practice Plan. Mr. Albert informed the Committee that at such time as malpractice insurance becomes necessary, he will go to the Medical School with estimates of premium costs and ask if they can provide funds for this insurance. In response to a question, he said that the average individual premium for an M.D. is $3400.

Mr. Albert pointed out that while the proposed coverage includes Trustees, it will not cover Trustees for medical malpractice suits resulting from the operation of the Medical School and Teaching Hospital. However, the Trustees will be protected under the Commonwealth's indemnification legislation. He further stated that he does not advocate public bidding on the malpractice insurance coverage since this is such a specialized area. He anticipates that coverage for the doctors will be in the area of $250,000 and that the total package would be between $300,000 and $400,000.

At the conclusion of his presentation, Mr. Albert left the meeting.

Chairman Gordon asked Treasurer Johnson for his recommendation with regard to inviting bids for the comprehensive liability insurance. Mr. Johnson replied that he believes that the invitation for bids should go out, and at the time bids are received, the final determination can be made of the extent of coverage and as to how to fund the program.

There being no further discussion, on motion made and seconded, it was

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Proposal for University-wide Comprehensive Liability Insurance Coverage (Doc. T75-071)

Report on Tuition Waiver Policies (Doc. T75-072)

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VOTED: To authorize the Treasurer of the University, in consultation with the President, to solicit bids for the privilege of providing a comprehensive liability insurance program in accordance with the Invitation to Bidders and Specifications set forth in Trustee Document T75-071.

Chairman Gordon turned next to the Report on Tuition Waiver Policies at the University of Massachusetts (Doc. T75-072) and requested Dr. Keith, Associate Vice President for University Policy, to review the history of tuition waivers at the University. Dr. Keith informed the Committee that about a year and a half ago he had at the President's request initiated a review of all University tuition waivers and procedures. He said that in order to determine policies and procedures, he had met with personnel on the campuses and had obtained both the total number of tuition waivers and the dollar amounts represented by these waivers, as well as the recommendations of the campuses for revisions to the policies and procedures.

Dr. Keith stated that the first tuition waiver was approved by the Board of Trustees in 1912 and covered one Latin-American student. Since that time, he said, the Board had voted at least 25 times on the matter of tuition waivers. In the past, Dr. Keith stated, tuition had been waived by deans, department heads, and sometimes individual professors as well as the Provost.

Dr. Keith summarized the various categories of tuition waivers presently in existence and said that the total tuition waived in 1973-74 academic year represents $2,320,350. Dr. Keith informed the Committee that no clear-cut procedures or guidelines had been set for the awarding of waivers since the approval of the first tuition waiver by the Board of Trustees in 1912, and that there had been broad interpretation of the various Trustee votes since that time. This report, he said, is an attempt to reduce the number of categories of tuition waivers and to establish guidelines and procedures for regulating such awards. The report, he said, recommends the establishment of three major categories of tuition waivers: (1) Waivers for Compensation to Teaching and Research Assistants and Associates; (2) Waivers for Financial Aid to Veterans (mandated by Statute), Foreign Students and Fellowship Recipients, and (3) "Courtesy" Waivers to faculty of other state universities in Massachusetts; on-the-job supervisors; University faculty, staff, and classified employees; and reciprocal arrangements with New England institutions.

Tuition waivers to Service Assistants, said Dr. Keith, would be eliminated; graduate fellows would receive waivers only on the basis of serious financial need, waivers for theses and dissertations would be awarded only for a set range of credits; a maximum of 10 percent of foreign students would have tuitions waived; and courtesy tuition waivers would be allowed on a space-available basis.

COMMITTEE

Report on Tuition Waiver Policies (Doc. T75-072)

Dr. Keith stated that if the recommendations of the report are adopted by the Board, the amount of tuition gained would be between $650,000 and $900,000. Whether or not waivers will be allowed in the future for residence hall counselors was tabled at the Student Affairs Committee meeting earlier in the day, he said, and will receive further discussion at the February meeting of the Student Affairs Committee. An area of financial aid or tuition waivers not addressed in the recommendations report regarding minority and disadvantaged students at the UM/Worcester Medical School will also be taken up by the Student Affairs Committee.

Vice President Lynton stated that the total amount of tuition waivers not legislatively mandated is approximately $1.6 million and that the recommendations of the report could reduce that figure by about 40%.

Tuition Waiver Policies (Doc. T75-075A)

Dr. Keith concluded his remarks by calling the attention of the Committee to the University of Massachusetts Tuition Waiver Policies (Doc. T75-075A) and reading the Vote recommended by the Committee on Student Affairs.

Vice Chancellor Hamilton stated that UM/Boston personnel endorse the report on tuition waivers and the recommended policies. There being no further discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it approve the REPORT ON TUITION WAIVER POLICIES AT THE UNIVERSITY OF MASSACHUSETTS (Doc. T75-072) and adopt the Tuition Waiver Policies as set forth in Trustee Document T75-075A, which policies are based upon the recommendations contained in said Report.

UM/Amherst--Proposed Amendment of the Vote Establishing the Commencement Fund (Doc. T75-073)

Chairman Gordon next turned to the Proposed Amendment of the Vote Establishing the Commencement Fund at UM/Amherst (Doc. T75-073) and asked Vice Chancellor Gage to explain the purpose of this amendment. Dr. Gage stated that the Commencement fee charged had heretofore been used only to cover the actual graduation expenses and that unexpended funds could not be used for other activities. He said it is the wish of the students that surplus monies be made available for the assistance of students and alumni in career development, among other things. He said that this proposal has the approval of the graduate and undergraduate student bodies and of the Commencement Task Force. Trustee Shaler said that the Committee on Student Affairs at their meeting had voted to recommend this proposed amendment to the Committee on Finance. There being no opposition, it was

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UM/Amherst--
Proposed Amend-
ment of the
Vote Establish-
ing COMMITTEE
the Commence-
ment Fund
(Doc. T75-073)

UNIVERSITY OF MASSACHUSETTS

VOTED: To recommend to the Board of Trustees that it amend its vote of November 21, 1966, creating a Commencement Fund, to read, in its entirety, as follows:

> To establish the policy of placing the expense of commencement exercises and related events on a self-supporting basis through the establishment of a Commencement Fee of ten dollars ($10.00) to be assessed all students in the fall semester of their final academic year or at the beginning of the last semester or term prior to receiving a degree and to authorize the establishment of a Trust fund entitled "Commencement Fund" as a depository for said fees. Further, to authorize the expenditure of said funds for commencement exercises and related events, as well as for such other self-supporting activities or services for the benefit of graduating students or students who have graduated from the University of Massachusetts at Amherst; provided, however, that fees collected prior to February 5, 1975, shall be expended only for the purposes for which the funds were collected.

General
Endowment
Funds
(Doc. T75-074)

Chairman Gordon asked Treasurer Johnson to speak to the last item on the agenda, the proposal for the establishment of General Endowment Funds (Doc. T75-074). Mr. Johnson explained that this was an attempt to include gifts of less than $3,000 into one general fund on each campus and in the President's Office to be used for such purposes as the Chancellors and the President deem to be in the best interest of the University. Chancellor Soutter asked that the vote included in the document be amended to clarify that monies collected by a campus could be spent only by that campus. Mr. Johnson said that that was, indeed, the intent of the vote and there being no objection, it was agreed to amend the vote to reflect the concern of Chancellor Soutter, and it was

VOTED: To recommend that the Board of Trustees establish a General Endowment Fund for each campus and the President's Office to receive small unrestricted gifts and bequests not specifically identified by name, such funds are to be kept invested by the Trustees of the University of Massachusetts in such a manner as they determine and the President and the Chancellors may expend the earned income from their respective funds for such purposes as they may deem to be in the best interest of the University.

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Communication from Administration and Finance Office re Relief and Payroll Funds

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UNIVERSITY OF MASSACHUSETTS

Treasurer Johnson requested to bring to the attention of the Committee an item not on the agenda, but one of major importance to the University. He said that he has received a copy of a communication from the Secretary of Administration and Finance, in which the Secretary has asked the major banks in the area to forward proposals covering a new method of handling relief and payroll funds. He said that early last fall this matter had been discussed with University administrators and at that time it had been agreed that because of the complex operations of the University, it would be excluded from the plan. However, he has been informed that recent thinking on the part of the Secretary's Office has changed and the University will now be included in A & F's proposal. The contemplated system, said Mr. Johnson, would involve extensive reprogramming of computers at Amherst and would involve hundreds of man hours and thousands of dollars. In addition, he said, he expected payroll checks would be issued by a Boston bank, which he felt would prove inconvenient for University personnel. He stated that he would keep the Committee informed of developments in this regard.

There being no further business, the meeting adjourned at 5:35 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

February 5, 1975; 11:00 a.m.

COMMITTEE

Room 311
Administration Building
University of Massachusetts at Boston

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Gordon, Knowles, Rowland, Troy, Shearer, Steed; Secretary Hardy, Treasurer Johnson, Mr. Mehegan

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton, Vice President Edelman, Mr. Cass, Mr. White, Father Walsh

UM/Amherst: Chancellor Bromery

UM/Boston: Chancellor Golino

UM/Worcester: Dr. Wheeler, Associate Dean Stockwell

The meeting was called to order at 11:07 a.m.

President's Remarks

At Chairman Healey's request, President Wood addressed the Committee. He informed the Committee that planning for the opening of the Teaching Hospital had continued, but that it did not now seem realistic to expect the hospital to open as scheduled on July 1, 1975. He cited interrelated issues of budgeting and snags in approval for equipment purchases by the Department of Administration and Finance as the reasons, but added that the clinics of the hospital were expected to open in late spring or early summer.

UM/Worcester--Opening of Teaching Hospital

Mr. Stockwell, Director of the Hospital, told the Committee that equipment was lacking in all departments, except for $500,000 in X-ray equipment already purchased and in the hospital. He observed that the lead time required for the equipment was three or four months from the time of approval, and said that planning was going ahead on the assumption that the Department of Administration and Finance would approve the equipment allocation for the hospital. He added that an August 1 opening was an objective.

Trustee Committee Meeting Schedule

Chairman Healey next cited the list of scheduled Committee meetings for the next several months. He observed that all Committee meetings were scheduled for either Tuesday or Wednesday of the third week of each month to reduce travel time for representatives of the Amherst and Worcester campuses, and to

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Trustee Committee Meeting Schedule

keep Trustees' time commitments at a minimum. The Committee expressed its general assent to the plan. Trustee Rowland said the Long-Range Planning Committee needed flexibility about the particular months it meets, and suggested this decision not be pinned down in advance. Trustee Knowles asked that the Buildings and Grounds Committee be kept informed of developments when meetings are not held in a given month.

UM/Worcester--Classification of Position Titles and Personnel Action (Docs. T75-077, and 078)

UM/Amherst--Personnel Action (Doc. T75-079)

The Chairman directed the Committee's attention to the next two items on the agenda, a Classification of Position Titles and Personnel Action--UM/Worcester (Docs. T75-077, T75-078), and a Personnel Action--UM/Amherst (Doc. T75-079). Upon motions made and seconded, it was

VOTED: To recommend that the Board of Trustees confirm and approve the classification of position titles as detailed in Doc. T75-077 and the personnel action as detailed in Doc. T75-078.

It was further

VOTED: That the classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

And also

VOTED: That, in accordance with the provisions of Chapter 648 of the Acts of 1962, the position title in the Professional Staff detailed in Doc. T75-077 is classified at a weekly salary rate specified after the title of the position subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

VOTED: That every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under the provisions of Chapter 75 of the General Laws as amended by Chapter 648 of the Acts of 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted,

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UM/Worcester--
Classification
of Position
Titles and
Personnel
Action
(Docs. T75-077,
078)

UM/Amherst--
Personnel
Action
(Doc. T75-079)

UM/Amherst--
Affirmative
Action Plan
(Doc. T75-081)

transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

And it was further

VOTED: To recommend that the Board of Trustees grant an exemption from the provisions of paragraph six of the University of Massachusetts Sabbatical Leave Policy in the case of Mortimer H. Appley for the reasons set forth in Trustee Document T75-079.

The Committee next turned to the Amherst Affirmative Action Plan (Doc. T75-081). Chancellor Bromery told the Committee that the five-volume plan conformed fully with the regulations of the Department of Health, Education, and Welfare. He had had some indication that it was looked upon so favorably that HEW planned to use it as a model for other universities.

Trustee Gordon asked whether the plan set forth specific actions to be taken in specific areas. Vice President Edelman replied that the plan contains timetables and objectives. He said he had reviewed it carefully and he considered it to be an excellent plan of which any university could be proud. He said such a plan was only half the process and that the next step was to carry it out. Chairman Healey remarked that the plan cuts across all areas of University activity and that the timetables may present some difficulties. Vice President Edelman pointed out that the concept of goals and timetables does not require inflexible adherence when truly insuperable obstacles are encountered. He added that there had been close cooperation throughout between representatives of HEW and the Amherst campus, and that HEW had been pleased with its relations with the campus in the formulation of the plan.

There being no further discussion, a motion was made and seconded and it was

VOTED: To recommend that the Board of Trustees adopt and approve the Affirmative Action Plan of the University of Massachusetts at Amherst which was submitted to the Regional Office of Civil Rights (H.E.W.) on March 14, 1974, and is summarized in Trustee Document T75-081; provided, however, that this vote shall in no way be construed as a statement or admission of any prior discriminatory practice in employment.

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Exec. Comm.
2-5-75

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

The Committee went into executive session at 11:40 a.m. and adjourned at 12:31 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF THE TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

February 5, 1975; 12:15 p.m.

COMMITTEE

College I Faculty Dining Room
Harbor Campus
University of Massachusetts at Boston

PRESENT: Trustees and Trustee Staff: Chairman Troy; Trustees Chandler, Croce, Shearer, Steed; Miss Eichel

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton

UM/Amherst: Chancellor Bromery, Vice Chancellor and Provost Gluckstern

The meeting was called to order at 12:45 p.m. by Chairman Troy.

UM/Amherst--Graduation Lists (Doc. T75-076)

The Chairman presented for consideration a proposed Vote relative to the approval and ratification of the February 1, 1975, Graduation Lists, UM/Amherst. Chairman Troy informed the Committee that the undergraduate, graduate and Continuing Education lists had been properly prepared and approved, and upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it approve and ratify the Graduation Lists of February 1, 1975, UM/Amherst, as certified by the Recorder of that campus and contained in Doc. T75-076.

There being no further business to come before the Committee, the meeting adjourned at 12:50 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

February 19, 1975; 10:30 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Carlson, President Wood; Trustees Croce, Savini, Steed, Troy; Treasurer Johnson; Secretary Hardy, Ms. Judd, recorder

Office of the President: Vice President Lynton; Mr. Gartenberg, Budget Director; Mr. Lewis, Staff Associate to the Budget Director

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Vice Chancellor and Provost; Professor Fletcher, Faculty Representative; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino, Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director; Professor Gagnon, Faculty Representative

UM/Worcester: Dr. Butcher, Acting Dean of the Medical School; Mr. Cathey, Controller; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director

President's Comments

The meeting was called to order at 10:35 a.m. by Chairman Carlson who called upon President Wood to say a few general words before turning to the business before the Committee.

The President reviewed for the Committee recent developments at the University including the resignation of Chancellor Soutter. President Wood said that he had appointed Dr. Reginald W. Butcher to serve as Acting Dean of the Medical School. Dr. H. Brownell Wheeler will continue to serve as Chief of Staff for the Teaching Hospital.

President Wood turned to the present budget situation. The budget for $118 million which was approved by the Trustees in the fall had been based on a set of economic and price assumptions which represented the best judgment at that time. In the last ten months, during which the budget was prepared and submitted, economic conditions have worsened drastically. Circumstances now warrant the planning and development of alternative strategies for the next three to five years. The campuses have been asked to continue their departmental long-range planning and examine the possibilities for fundamental changes in some programs and plans. In the short range, the University is maintaining that the $118 million budget is necessary.

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President's Comments

President Wood said that the Governor has stated that he will not present a budget until the summer, at which time a quarter budget will be presented. With a general revenue estimate of $100 million below FY 1975 levels, no indication has been given of the program mix, especially with the heavy burdens of welfare and health care needs. In getting its planning activity underway, the University will have developed alternative priorities so that in the summer, when the Executive budget decisions are clearer, accommodation can be made with some sense of future impact, and not just arbitrary decisions.

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Chairman's Comments

Chairman Carlson commented on the budget which was submitted to and approved by the Trustees in October. It is, he said, a very fine document and a considerable improvement over prior years. Although the Budget Committee should make sure that the figures which come before it are consistent and accurate, it should be more centrally concerned wih the program-related issues of the budget. The Budget Committee reviews the fiscal implications of the University's plans, and as much time as possible should be devoted to issues such as inflation, academic planning and review, and how the assumptions set forth in the budget document affect not only the next fiscal year but also those to follow.

Chairman Carlson then asked for a review of the budget meeting called by Secretary Parks and the impact of the Governor's $20 million deficiency bill and its possible relation to the University budget.

President Wood responded that former Secretary Cronin held a public hearing on the University's FY 1976 Budget in November. In January, Secretary Parks called a meeting of segment heads and their budget officers and asked them to review their budget situations. It was felt that while requested information would be provided, it is essentially the Secretary's responsibility to advise the Governor with his own recommendations on resources to be allocated to education.

Mr. Gartenberg then commented on the deficiency bill saying that the $20 million figure included $15 million for fuel and energy costs, and that it was his understanding that a reasonable approximation of the University's requirements was included in this request.

UM/Worcester--State Fund Transfers (Doc. T75-082)

The Committee then turned to the Worcester Campus State Fund Transfers (Doc. T75-082). Dr. Butcher outlined the requested transfers.

Following brief discussion, a motion was made and seconded, and it was

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UM/Worcester--
State Fund
Transfers
(Doc. T75-082)

COMMITTEE

VOTED: To recommend that the Board of Trustees approve revisions to the FY 1975 Operating Budget for UM/Worcester, as contained in Trustee Document T75-082.

University
Austerity
Program
Report

The next item on the agenda was the report on the University Austerity Program. Mr. Gartenberg reviewed for the Committee some of the cost-saving measures which have been instituted. He pointed out that because of the rise of the cost of living and the escalation of fuel costs, the extent of the deficiency requirements is much larger than in prior years. As a result, attempts have been made to reduce costs on the various campuses to a bare minimum with a resultant saving of a minimum of $2.1 million. He said that the exact deficiency requests will be submitted to the Commonwealth as soon as the campuses present their final figures. The nature of the University problems has already been communicated to Secretary Buckley and Secretary Parks, along with an outline of steps the University is taking to reduce the size of the deficiency. The timing of receipt of funds, he said, is contingent upon action by the Legislature and the Executive Office of Administration and Finance.

Chairman Carlson then asked for the comments of the campuses on the status of their midyear reviews.

UM/Amherst--
Midyear Review

At the request of Chancellor Bromery, Budget Director Gulko began for the Amherst campus by speaking about the personnel freeze and its effect particularly on the academic departments. In the non-personnel accounts, a freeze has been put on all funds which amounts to 4.3% of the total budget; this figure can be translated to 8.6% at midyear. In some cases, an impact on the order of a 20% cut is now beginning to show. He said that the implementation of the austerity program is having a beneficial psychological effect in that there is a general concern for austerity throughout the campus. The Faculty Senate has taken the initiative to form a sub-committee for "economies of the small" and resultant savings are beginning to build up.

Turning to the fuel problem, Mr. Gulko said that it is a major problem for the campus. The deficiency at the beginning of the year was $2.5-$3 million. A variety of energy conserving measures has been instituted, and with some savings resulting from reducing inventory, it is hoped that the deficiency can be brought down to $2-$2.2 million. Chancellor Bromery then brought up the problem of auxiliary enterprises which are faced with inflation and the campus's need to offset these inflationary costs without applying them to student bills. This is a problem which he hopes will be addressed by the Trustees later this spring. The discussion of the Amherst campus's midyear status concluded for the present meeting, and Chairman Carlson asked that it be continued at the next Budget Committee meeting.

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UM/Boston--
Midyear Review

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Chancellor Golino next spoke for the Boston campus with regard to its midyear fiscal review. He said that, in a year when certain plans were finally coming to fruition for the Harbor Campus, it was very difficult to institute a freeze and austerity program which reached spartan proportions in some departments. He indicated, however, that there had previously been a self-imposed economy drive but that appointments were now being made only when absolutely necessary. In general, he said, the psychological effects of the austerity program have had the greatest impact on the campus, particularly on the faculty.

Vice Chancellor Hamilton reported on the status of energy conservation on the Boston campus. He pointed out some control problems encountered as the campus is still adjusting to its new physical plant. The savings achieved so far are about $100,000 to $200,000 as a result of the campus's having closed down during the Christmas vacation. A consultant has been engaged to identify all elements of all energy systems, inventory the control devices of the present system, plan a budget for each air handling system in each building, and then give recommendations for control procedures needed to meet each operating budget.

Referring to Mr. Gulko's earlier remarks, Professor Fletcher, faculty representative from UM/Amherst, said that he wished to emphasize the seriousness of the impact on the academic departments of the austerity program and the importance of careful planning so that significant programs will not suffer in the long run.

UM/Worcester--
Midyear Review

Dr. Butcher was asked for any comments which he had to add to the overall midyear review. He replied that the Worcester situation was analogous to that of the Boston campus in being confronted with rising costs, but not rising resources, and a new plant. With regard to fuel, he said, air handling units are shut off in any areas which are not occupied. By shutting these units off in the evening hours and during weekends, there has been an estimated savings of $250,000. This saving, however, is offset by the increasing demand of the contractor for the Teaching Hospital and by the fact that three floors (300,000 sq. ft.) of the Teaching Hospital are now occupied. In addition, a campus budget committee was formed in October; this committee examined all budget allocations. Its first action was to freeze all accounts; since then, minor allocations have been made. The campus now finds itself in the position of trying to grow while following the guidelines of austerity.

Trustee Troy asked how the austerity program affected the facilities at Waltham, Wareham, and Gloucester. Mr. Gulko replied that they were included as part of the Amherst campus, and that they were being examined programmatically.

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The subject of the length of the teaching calendar year and its relation to budgetary concerns was raised by Trustee Troy. Prof. Fletcher noted that this has been a concern of the faculty and that the Rules Committee of the Faculty Senate has directed one of its subcommittees to study and report on it. After a brief discussion during which it was stated that the campuses are in the best position to make an initial review, Chairman Carlson stated that this is a perfect example of the kind of issue that has budget implications but is fundamentally the responsibility of the Faculty and Educational Policy Committee.

Prof. Gagnon stated that the University is implementing an austerity program because it is in doubt that the deficiency figure will be approved by the Commonwealth. In light of that kind of pessimism, he said, how prudent is it to talk as if we're going to be given $118 million in FY 1976? It is likely to make things terribly difficult to get grassroots concern if we are in austerity and at the same time being told to operate on the assumption that we're going to grow and get the budget requested. To have the faculty hear that we're going to proceed after March 15 as though we were going to get the $118 million is confusing and demoralizing.

Mr. Gartenberg replied to these points, saying that whether the state approves or disapproves the deficiency request is contingent upon whether or not it has the money. The University will not move away from a position that the Trustees have approved until more information from the Executive branch as to priorities is known. The State budget as it has been presented is really an incomplete budget in terms of being able to grasp how the state will solve its next year's fiscal problems.

Dr. Lynton next spoke, saying that in relation to the March 15 date, he had, at the President's request, asked the provosts of the campuses to delay making any kind of formal commitment for any academic positions but at the same time to proceed with all recruiting procedures. He added that the Medical School has been operating under this advisement since last November.

Chairman Carlson closed the meeting with the hope that at its next meeting, the Budget Committee could discuss tentative budget projections which would reflect the academic planning and analysis now going on.

There being no further business, the meeting adjourned at 12:10 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEES COMMITTEE ON LONG-RANGE PLANNING

February 19, 1975; 1:00 p.m.

COMMITTEE

Office of the President, University of Massachusetts
One Washington Mall, Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Rowland, President Wood; Trustees Carlson, Chandler, Clark, Robertson, Savini, Spiller, Steed; Mr. Callahan, representing Trustee Anrig; Secretary Hardy, Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Lynton, Vice President Robinson; Mr. Cooley, Assistant Vice President for Analytical Studies

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Vice Chancellor and Provost; Prof. Fletcher, Faculty Representative; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Mr. Babcock, Executive Assistant Chancellor

President's Comments

The meeting was called to order at 1:10 p.m. by Chairman Rowland, who welcomed Trustee Catherine F. Clark to the Committee. The Chairman outlined the agenda for the meeting and asked President Wood for his comments. The President reviewed for the Committee recent developments at the University including the resignation of Chancellor Soutter. President Wood said that he had appointed Dr. Reginald W. Butcher to serve as Acting Dean of the Medical School. Dr. H. Brownell Wheeler will continue to serve as Chief of Staff for the Teaching Hospital. President Wood said the Trustees would receive in the near future a copy of a report he had sent to Chairman Healey which reviewed the recent problems at the School of Education at UM/Amherst and concluded with a series of recommendations, the most important of which is the establishment of an outside committee to appraise the School of Education.

President Wood next turned to problems of the budget, stating that he felt it was very important that state agencies know exactly what various budget figures would mean to the University, not just for the current fiscal year, but over a period of four to five years.

Comments by Trustee Spiller

Chairman Rowland next called upon Trustee Spiller, who said that background documents, if lengthy, should include a summary of highlights. He also suggested that some members of the Board may not wish to receive all the informational material now sent regularly to the Trustees.

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Chairman Rowland turned to the topic of the campus five-year plans, and emphasized that she wanted to provide a chance first for reactions and discussion by the members of the Committee. Chairman Rowland then asked Trustee Carlson, newly appointed Chairman of the Budget Committee, to speak to the concerns of that Committee. Mr. Carlson stated that an important task of the Budget Committee is to assess the financial implications of the long-range plans of the campuses, including program plans. He indicated that although the Budget Committee should not become directly involved in matters before the Long-Range Planning or the Faculty and Educational Policy Committee, it is important that the Committees work together to establish priorities where money may not be available for all programs which may be desirable.

UM/Amherst--Enrollment Planning

Trustee Carlson stated that it would be his preference to see the Committee on Long-Range Planning set limits within which the campuses could do their planning. Once enrollment patterns have been determined, the campuses could develop program alternatives. Trustee Robertson stated that although he saw a need for continued growth at UM/Boston, he could not see the same necessity at UM/Amherst.

Chancellor Bromery was asked where the enrollment figure of 30,000 mentioned in the five-year plans had originated, and he replied that this was the general target during the late 1960's when the physical growth of the campus was most rapid. In answer to a question on the potential enrollment capacity of the current facilities, Vice President Robinson replied that, using a measure of 200 GSF/student, the present plant capacity is about 25,000 students. President Wood added that the Marcus Report recommended a total enrollment of 30,000, but based on a review of fiscal requirements and environmental impact, the Board of Trustees established an enrollment ceiling of 25,000. Certain detailed issues must now be resolved; such as whether this figure is based upon headcount or FTE (full-time equivalent), relationship of professional and career education programs to liberal arts, the number of on- and off-campus programs offered, etc.

Trustee Carlson said that he feels the action taken by the Long-Range Planning Committee in June 1974 with respect to enrollment at UM/Boston, although unpopular, was of assistance to the campus in enabling them to plan within the limits set. He also stated that if the Trustees do not set limits, limits will be set by someone else.

Chairman Rowland asked if more students could be served within the same budget. A discussion ensued about the desirability of looking at institutional behavior, faculty staffing formula, class size, program patterns and changing student clientele. Trustee Spiller asked that the Amherst campus provide a starting point from which the Committee could proceed in looking at enrollment limits. It was the consensus that the Amherst campus

administration would provide the following materials, to be in the President's Office at the end of a month:

1. An assessment of future student demand;

2. An assessment of the physical capacity of the present campus buildings in terms of headcount and/or FTE students;

3. An assessment of the potential environmental effects of additional enrollment;

4. Recommendations with regard to the appropriate student mix and a projected schedule for reaching any changes to current patterns.

UM/Amherst--
Report on
Student
Profiles

Chairman Rowland turned to the topic of student profiles and asked Mr. Cooley to speak to this subject. Mr. Cooley said that the student profiles had been developed from responses to a voluntary questionnaire attached to the application form of the Admissions Testing Program of the College Entrance Examination Board. Described and contrasted are the 1974 freshman applicants to the University of Massachusetts, other Massachusetts public universities, the state college system and how these profiles compare to national norms. He stated that profiles on those applicants who later enrolled will be available in the near future. Mr. Cooley went on to describe some of the specific socio-economic, racial, academic, and educational and career aspiration characteristics profiled in the study and noted some changes in comparing student applicants of 1971.

UM/Boston--
Direction for
Campus

Trustee Chandler asked what possibility there was for greater growth at UM/Amherst and UM/Boston, to which President Wood replied that Boston is still not a complete campus in programs or in physical structure. Chancellor Golino stated his conviction that the most important matter for the Boston campus is not enrollment policy but a statement by the Trustees as to the purpose of the campus--whether it should be specializing in pre-freshmen programs, tutorial services, graduate education, experimental programs, etc. The faculty, the students, the community, the Trustees, and the Legislature all appear to have different ideas of what the campus should be doing. He said that he had been asked why College IV is being developed with money so tight, and his response had been that this college is a particularly important feature for the type of students attracted to UM/Boston. He said that the importance of a graduate program had also been questioned. The Chancellor stated that the New Directions Committee report has been under debate in the University Assembly and that once the debate was concluded, he would submit his own proposals on these important issues.

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Trustee Spiller said that it is important to have input from students and faculty, but it is the Chancellor who must make recommendations to the Committee based on many sources and his own judgment.

Trustee Carlson said that the recommendation of the Chancellor should not necessarily reflect the original plans for UM/Boston, but should be a statement of what is best for the campus as of the present moment. Chancellor Golino indicated that he would report to the President by March 19 on his recommendations.

Report on Fine Arts Council

Chairman Rowland turned the discussion next to the Fine Arts Council and asked Vice President Lynton to report. He informed the Committee that the Council had had two substantial meetings, one at UM/Boston and one at UM/Amherst, and the next meeting is scheduled for March 15. In preparation for the Council's interim report to the President and the Board of Trustees on the fine arts programs, Mr. Lynton will be talking with the department heads to obtain their views on the future status of the fine arts programs. Chairman Rowland asked what progress is being made in the attempt to move dance from the physical education department and was informed that it would probably be moved to the music department. Vice President Robinson stated that the inaugural season events will begin at the Fine Arts Building in October, although there will be delays in the installation of both lighting and sound equipment and some improvisation will be required.

The next meeting of the Committee on Long-Range Planning having been scheduled for April 16 and there being no further business to come before the Committee, the meeting was adjourned at 3:22 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF THE TRUSTEE COMMITTEE ON FINANCE

February 19, 1975; 4:00 p.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon; Trustees Robertson, Rowland, and Savini; Secretary Hardy, Treasurer Johnson, Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Gartenberg, Budget Director; Mr. Keith, Associate Vice President for University Policy; Mr. Lewis, Staff Associate to the Budget Director; Mr. O'Leary, Assistant Counsel

UM/Amherst: Chancellor Bromery, Dr. Gage, Vice Chancellor for Student Affairs; Professor Fletcher, Faculty Representative; Mr. Gulko, Budget Director

Guests: Ms. Karen Forsgard, Amherst undergraduate student; Ms. Karen Mangan, Amherst undergraduate student; Mr. Peter Muello, Daily Collegian staff; Mr. Patrick Walker, Amherst graduate student; Ms. Rosemary Whittaker, wife of Amherst graduate student; Mr. John Wood of Standish, Ayer & Wood

Report of Investment Counsel

The meeting was called to order at 4:10 p.m. Chairman Gordon called on Mr. John Wood of Standish, Ayer & Wood. Speaking of the University's portfolio, he described the degree to which the market value was below the book value of the portfolio. In spite of this, he said, he did not favor any changes. He said this was because the recent rise in the market was temporary.

Mr. Wood then sketched the state of the stock market and the changes which had taken place over the preceding six weeks. He said he expected violent fluctuations in the market to continue throughout the seventies, and added that he believed the market to be presently undervalued.

Mr. Wood reported that Standish, Ayer & Wood had invested $37,000 in equities since the last Finance Committee meeting, and that the new holdings were now worth about $46,000. Speaking of the future, he observed that the portion of the portfolio invested in equities had, as a result of the recent surge in the market, reached a level near 65 percent. If prices were to move the percentage to or beyond the 70 percent, he remarked, he would

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recommend cutting it back to between 60 and 70 percent.

Report of Investment Counsel

Trustee Rowland asked about the desirability of a large number of bond holdings of long-term maturity. Mr. Wood replied that he believed that the University should probably shorten its list of such holdings. In response to a question about the comparative performance of the portfolio, Mr. Wood said it was doing better than many others of its type.

Chairman Gordon thanked Mr. Wood and asked him to report to the Committee again at its next meeting.

UM/Amherst--Request of Representatives of Tenants of Married Students Housing to Appear Before the Board of Trustees (Doc. T75-084)

The second item on the agenda was the Request of Representatives of Tenants of Married Students Housing to Appear Before the Board of Trustees (Doc. T75-084). The Chairman called upon Chancellor Bromery and Dr. Gage to give the Committee some background.

Chancellor Bromery reviewed the chronology of the matter. He observed that the Amherst campus had three married student housing complexes of varying ages. He said that Vice Chancellor Gage has endeavored in the last year to equalize the rents of the three complexes, since the older complexes were debt-free while the newer ones were not. As a consequence, the rents in the older apartment complexes have risen more sharply than those of the newer ones. He said some of the students in the older apartments felt these increases to be unfair because they did not believe they ought to pay for the expense of maintaining the newer apartments.

A Liaison Committee had been set up to hear the matter, the Chancellor said, and after considerable discussion the differences had not been resolved. The University had felt comfortable with the arrangement it had, while the students expressed a desire to bring their petition for immediate action before the Board. The Liaison Committee had concluded that the Board should hear the petition, and had so recommended.

Vice Chancellor Gage explored further some of the details of the issue. He informed the Committee that discussions about 1975 rents had taken place with the Married Students Housing Committee, which the University had felt at that time to be the legitimate representative of the students. The recommendation to equalize the rents was an attempt to solve two problems: (1) if the rent of North Village were set at the fair market level, the apartments would be uncompetitive with non-University housing; (2) Lincoln and University Apartments will soon need repairs, yet if the University had not increased the rents as it had, it would in effect be subsidizing them.

The new rent structure was presented to the Married Students Housing Committee in the spring in 1974, said Dr. Gage,

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Request of
Representatives
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Married COMMITTEE
Students Housing
to Appear Before
the Board of
Trustees
(Doc. T75-084)

and the committee had agreed on the new system. The students themselves, he said, had also agreed to the equalization, although he observed that the students presently aggrieved had not been represented in the discussions. These discussions in March and April of 1974 had preceded the Board vote in June 1974 to approve the fee-based budget.

The Chairman called upon the students to give their presentations, informing them as he did so that under the Board's rules for petitions and communications, they would be able to speak for a period not to exceed five minutes each.

Ms. Rosemary Whittaker gave an overview of the grievance, which alleged that the occupants of the married students housing had been unfairly treated by the Married Students Housing Committee, and that the problems of the University in operating the apartments, though real, were in part due to mismanagement and could be solved through administrative changes. She emphasized the serious nature of the matter, and said the Married Students Tenants Association believed it serious enough to warrant the present rent strike.

Mr. Patrick Walker alleged that the rent increases at Lincoln and University Apartments were illegal for the following reasons: (1) that the tenants were not properly represented at the Married Student Housing meeting in April at which the increase was approved; (2) that the joining of the Lincoln and University trust fund to the North Village trust fund for the purpose of covering the costs of mismanagements at North Village entails illegal commingling of trust funds; and (3) that the Trustees have breached their fiduciary duty in failing to manage the trusts in the best interests of the tenants, as beneficiaries of these trusts.

Ms. Karen Forsgard outlined the allegation that the apartments were incompetently managed. She cited several of the administrative practices which, she believed, illustrated a pattern of poor management. She argued also that surpluses of funds available made the increases unnecessary and, she said, a rent rollback possible.

Ms. Karen Mangan proposed an immediate rollback of rents in Lincoln and University Apartments to pre-1975 levels, a rescission of the June 1974 Trustee vote approving the fee-based budget, and new negotiations on the matter of rent structure which would lead to an end of the rent strike.

The Chairman and other Trustees initiated a discussion of the character of the negotiations which had taken place. Dr. Gage said he had not seen all of the information which the students had orally presented to the Committee, while the students indicated that they believed the presentations of their case which had taken place to have been full and covering essentially the same

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information presented to the Trustees.

UM/Amherst--Request of Representatives of Tenants of Married Students Housing to Appear Before the Board of Trustees (Doc. T75-084)

Chancellor Bromery proposed that the students' presentation, with documentation, be assembled together with a reconciliation of their information and that of the campus administration for the Committee's consideration. Chairman Gordon explained to the students that the Committee, having heard their petition, would not at this time recommend action to the Board without further studying the data pertinent to the issue. He and other members of the Committee approved Chancellor Bromery's suggestion, and Secretary Hardy asked the students to forward copies of their report to her office. The Chairman assured the students that the Committee would act quickly when all the information was received.

Executive Session

The Chairman declared an executive session at 5:10 p.m. which ended at 5:40 p.m. Trustees Rowland and Savini left the meeting after the executive session to keep prior commitments.

Report on Bids Requested on Personal Liability Insurance

The next item was a report on bids requested for Comprehensive Liability Insurance for the University. Treasurer Johnson sketched the background of the matter, stating that the Board had authorized him to seek bids for the desired insurance program. Many bids had been received, he said, and they had been narrowed to one, that of the firm of Marsh and MacLennan, which had offered the best chance for the University to get the plan desired by means of negotiation. Marsh and MacLennan had suggested that they be given a broker-of-record letter designating them the sole representative of the University in the process of negotiation with insurance companies.

Since the broker-of-record letter involved no commitment on the University's part to agree to the result of negotiations, and since no funds were involved, it was the conclusion of the Committee upon the advice of Counsel O'Leary that Treasurer Johnson should execute the letter on the basis of the Board of Trustees vote of February 5, 1975, which had authorized him to solicit bids for the privilege of providing an insurance program. That vote is hereby made a part of these minutes.

VOTED: To authorize the Treasurer of the University, in consultation with the President, to solicit bids for the privilege of providing a comprehensive liability insurance program in accordance with the Invitation to Bidders and Specifications set forth in Trustee Document T75-071.

Real Estate Purchase Agreement (Doc. T75-085)

The final item on the agenda, a Real Estate Purchase Agreement (Doc. T75-085) required a vote. Since a quorum was no longer present, the Committee deferred the matter to a special meeting to be held March 5.

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There being no further business, Chairman Gordon adjourned the meeting at 5:50 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF THE TRUSTEE COMMITTEE ON FINANCE

March 5, 1975; 10:30 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon; Trustees Abrams, Carlson, Croce, Haigis, Knowles, Robertson, Rowland, Spiller, Sullivan, Weldon; Secretary Hardy, Treasurer Johnson, Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Searson, General Counsel

UM/Amherst: Professor Fletcher, Faculty Representative; Mr. Lindsey, Graduate Student Representative; Professor Wilkinson, Alternate Faculty Representative

UM/Boston: Chancellor Golino

UM/Worcester: Mr. Cathey, Controller

Ohio Land Sale

The meeting was called to order at 10:45 a.m. by Chairman Gordon, who called upon Treasurer Johnson to review the conditions of the original agreement between the University and Nationwide Development Company for the sale of two parcels of land located in Ohio, left to the University under the terms of the will of Murray D. Lincoln.

Treasurer Johnson explained that on June 6, 1973, the Board of Trustees had voted to authorize him to enter into an agreement on their behalf with Nationwide Development Company for the sale of the two parcels of land involved. Pursuant to that vote, said Mr. Johnson, a Real Estate Purchase Agreement had been executed. At the request of the buyer, this agreement had subsequently been extended to terminate on September 13, 1975. The buyer has recently requested an amendment to the original agreement, and Treasurer Johnson asked that the Committee consider the current proposal and several options.

The meeting recessed at 11:00 a.m. and reconvened at 12:48. Following considerable discussion, it was the consensus of the Committee that more details were necessary before a decision could be made, and it was agreed that the matter would be deferred until such time as more detailed information could be obtained.

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COMMITTEE

UNIVERSITY OF MASSACHUSETTS

There being no further business to come before the Committee, the meeting adjourned at 1:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

March 18, 1975; 10:00 a.m.

COMMITTEE

Office of the President, University of Massachusetts
One Washington Mall, Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Knowles, President Wood; Trustees Clark, Spiller; Treasurer Johnson, Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Robinson; Mr. Post, Assistant Vice President for Physical Planning; Mr. Stephenson, Staff Associate, Planning Office

UM/Amherst: Chancellor Bromery; Professor Fletcher, Faculty Representative; Mr. Littlefield, Director of Planning; Mr. Simpson, Staff Assistant; Planning Office

UM/Boston: Chancellor Golino

UM/Worcester: Dr. Majno, Chairman, Department of Pathology; Mr. Greig, Director of the Physical Plant

The meeting was called to order at 10:17 a.m. by Chairman Knowles, who welcomed Trustee Spiller as a new member of the Committee.

Naming of Buildings

Chairman Knowles then turned to the first item on the agenda, the Naming of Buildings. A discussion ensued with regard to the nominations received to date, and various suggestions were made with regard to criteria to be considered in the naming of the various halls and buildings. The buildings at UM/Amherst concerned are the Library, the Fine Arts Center, the North Physical Education Building and the South Deerfield Animal Facilities. Chancellor Bromery indicated that he would be in a better position to present names at the May meeting of the Committee.

Chairman Knowles next recognized Dr. Guido Majno, Chairman of the Department of Pathology at UM/Worcester, who said that two names had been received for the naming of the library in the Medical Science Building at UM/Worcester - one submitted by Dr. Lamar Soutter, recently retired Chancellor and Dean of the Medical School, and the other, the nomination of Dr. Soutter. Dr. Majno said that as the one person who was chiefly responsible for the existence of the Medical School and Teaching Hospital, Dr. Soutter was the choice of the Medical School faculty, administration, staff, and students for this honor.

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3-18-75

Naming of Buildings

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Although it was agreed that to name a building or hall for a living person was a departure from the policy of the Buildings and Grounds Committee, in this case the Committee would be happy to make an exception, and on motion made and seconded, it was unanimously

VOTED: To recommend to the Board of Trustees that the Library in the Medical Science Building at the University of Massachusetts at Worcester be named for Dr. Lamar Soutter, former Chancellor and Dean of the Medical School.

After brief discussion it was the sense of the meeting that the Medical School and Teaching Hospital would be known by their generic names, as had been formerly recommended by Dr. Soutter; hence they would be called "University of Massachusetts Medical School" and "University Hospital," or "University of Massachusetts Hospital."

Chairman Knowles then requested Chancellor Golino to comment on the nominations received for names for buildings at UM/Boston. Chancellor Golino said that the suggestions received had varied greatly and felt that possibly a rationale for submitting names should have been included with the request for nominations. He expressed his belief that building names should reflect in some way the activities which take place in those buildings. He indicated that among the nominations received were the names of students who had died, and although he would like to honor these students, he felt there might be a more appropriate method for doing this. Chairman Knowles suggested that honorary plaques could be provided for this purpose.

President Wood stated that he agreed with Chancellor Golino that unless a rationale for suggesting names were accepted, the variety of names received would make the Committee's task very difficult. Accordingly, Chairman Knowles requested the Chancellors to bring to the May meeting of the Committee both suggestions for names and ideas for a general rationale or policy within which names might be evaluated.

Masters' Proposal for Desegregation of Boston Schools

The Chairman then asked President Wood for general comments. The President informed the Committee that he and other college and university presidents in the area had been asked on Friday last to join the Masters appointed by Judge Garrity to discuss the tentative plan that the Masters will announce on March 24 for the desegregation of the Boston schools. The Masters will propose to the Court a plan that will reorganize the school system around districts. The plan proposes to minimize bussing and to eliminate cross bussing. Under this plan, the schools in each district will be paired with a university or college in the area. The university or college will be responsible for the educational enrichment of the schools in the district and the relationship will be contractual.

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UM/Boston--
Environmental
Impact Report

President Wood then asked Mr. Post to review the Draft Environmental Impact Report for Phase II construction at the Harbor Campus, UM/Boston. Mr. Post said this report was delivered by the Bureau of Building Construction on February 24 to the Department of Environmental Affairs and that it is open to agency and public comment for thirty days. The report, he said, addresses all potential effects of the proposed construction on the natural environment and on adjacent communities. The areas of particular attention are the possible effects of additional students on housing, sewage, and traffic. Traffic has not been the problem that had been anticipated by the community, and the Executive Office of Transportation has indicated that it would approve proposed Phase II parking. The Office, has, however, requested that Mt. Vernon Street be linked to the campus to allow for MBTA service to both the project and the campus.

Negotiations for
Use of 100
Arlington Street

Turning to the third agenda item, negotiations for the use of the University facility at 100 Arlington Street by the Boston School Department, Chairman Knowles asked for a report on the current status of negotiations. Mr. Post replied that the University had offered the School Department the use of four additional floors of the building. He said that Brighton High School now occupies Floors 6 and 7. Further negotiations are awaiting the final decision of Judge Garrity.

UM/Worcester--
Site Development

Chairman Knowles turned next to the matter of the site development at UM/Worcester and requested Mrs. Robinson to report. Mrs. Robinson said that the site development is keyed to the opening of the Teaching Hospital and it is constrained by the fact that a large part of the area is still being used by the hospital contractors. She said that drawings on the two parking lots to the west of the Medical Science Building are completed and that it is anticipated that these lots and preliminary road work in the area will be finished this spring. The areas of particular concern in relationship to the opening of the hospital are parking lots for the emergency and out-patient areas. The University has requested money in the capital outlay budget for finished site work and planting.

Of concern also is the status of the parking garage, on which a feasibility study has been completed by the firm of Kallmann & McKinnell and submitted to the Building Authority. President Wood said that a major problem to be faced by the Buildings and Grounds and Finance Committees would be the method of financing the garage. Depending on the final disposition of the proposal, it may be necessary to consider building additional temporary or permanent surface lots. Dr. Majno said that he felt it was very important that University personnel at Worcester understand the basis for any parking fees and are aware that all alternatives had been explored. He also emphasized the importance of completing the out-patient parking lot. President Wood suggested that further discussion on this subject be deferred until the Building Authority recommendations

UM/Worcester--Site Development

come before the Committee. It was agreed that a meeting could be called in April for this purpose.

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UM/Boston--Request for Sculpture Exhibition Space

Chairman Knowles next asked for discussion of the agenda item relating to a request for sculpture exhibition space at the Harbor Campus, UM/Boston. Mrs. Robinson said this item had been listed for the information of the Committee and was the result of an inquiry by a local chapter of an international organization of women artists looking for possible sites in connection with a proposed sculpture competition. As yet there is no funding for the competition, and Assistant Chancellor Rawn has talked with the group about the temporary exhibition of their work.

In connection with the subject of art, Chairman Knowles informed the Committee that at the request of Dr. Soutter, she had visited UM/Worcester in January to offer her advice with regard to some artistic means of making the corridors and public spaces in the Medical Science and Hospital buildings more attractive. She said she had suggested various ways in which this might be done, including the use of medical art, X-ray art, and histological slides. She had demonstrated on one wall with a semi-abstract design in which medical figures were used in both an abstract and a realistic fashion. She suggested that it may be possible to enlist artists in the State to participate in this project for nominal fees for the honor of having their work displayed in the buildings. She suggested that the committee responsible for the interior decoration of the buildings meet with Harold Roth, the architectural consultant for UM/Worcester, to discuss a list of artists to be invited to contribute to the beautification of the buildings.

Status of Kennedy Library Site Selection

Chairman Knowles then asked for the status of the Kennedy Library site selection. Chancellor Bromery reported that the Kennedy people were particularly interested in one site at UM/Amherst, and had appointed a group of University and community people to meet with representatives of the Corporation. Chancellor Golino informed the Committee that the Kennedy Corporation was also interested in one site at UM/Boston and that community reaction had been very favorable. It was emphasized that the Library would be a teaching as well as a tourist facility. Mrs. Robinson said that it is her understanding that the staff of the Corporation would like to present three or four options--probably including both UMASS sites--to their Board and that this would probably occur between the end of March and the middle of April. Chairman Knowles asked for a complete review of the advantages and disadvantages of locating the complex at the University, and President Wood agreed that this would be done.

UM/Amherst--Improvement to Campus Movement Systems (Doc. T75-091)

Chairman Knowles introduced the last item on the agenda, the presentation by Mr. Littlefield, Planning Director at UM/Amherst, of the Improvement to Campus Movement Systems (Doc. T75-091). Mr. Littlefield reviewed the document, stating that these

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plans are the result of ten to twelve years of planning for a pedestrian core campus at UM/Amherst. He reviewed the changes to the roads, including the contemplated closing of North Pleasant Street to through traffic, the closing of some of the core parking lots, the extension of the shuttle and outreach bus service and the greening of the core. He said that the balanced transportation system had proved to be a significant success after a rocky beginning. The outreach buses can serve half of the commuter population. The bus system has lessened automobile traffic both on the campus and in the town, making both safer for pedestrians. He said that the current schedule calls for the closing of the first core lots by September, 1976.

There being no further business, the meeting adjourned at 12:20 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

March 18, 1975; 2:00 p.m.

COMMITTEE

Campus Center
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Shaler; Trustee Abrams; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Keith, Associate Vice President for University Policy; Mr. Searson, General Counsel; Mr. Cahill, Staff Assistant

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Ms. Barbara L. Headrick, University Health Service; Ms. Marjorie Peace Lenn, Acting Assistant Director, Residential Life; Mr. Frederick Preston, Special Assistant to the Vice Chancellor for Student Affairs; Professor T. O. Wilkinson, Alternate Faculty Representative

UM/Boston: Mr. Tubbs, Vice Chancellor for Student Affairs

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs

Visitors: Mr. Frank Harrison, Ms. Karen Mangan, Mr. John O'Keefe

Executive Session

The meeting was called to order at 2:10 p.m. Chairman Shaler declared an executive session, which lasted until 2:20 p.m. The executive session was followed by the first item on the regular agenda, the matter of the Residence Hall Counseling Program at the Amherst campus.

UM/Amherst--Residence Hall Counseling Program

Dr. Gage spoke first, and began by stating the conviction of the Amherst campus that the residence hall counselors were an important resource. He said that education of students should be total: emotional and intellectual. Pursuant to this, he said, it was necessary to create a supportive environment and supportive services which supplement activities in the classroom. The campus is also committed to what he called the community development model in which the members of the community--in this case the residence hall residents--are encouraged to assess their own needs and use their own resources to meet these needs.

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For these reasons, he said, the campus relies heavily on peer assistance, in which students are counselors of other students. This takes place under professional supervision and after appropriate training. He observed that students usually drop out of the University for personal, not academic, reasons and that the counseling support system is part of the environment which helps students come to grips with such difficulties.

Ms. Lenn added the observation that the other Student Affairs and academic departments are closely interrelated with the activities of the residence hall counseling system and make great use of it in getting information to the students. In response to a question, Ms. Lenn said that the residence hall counselors had heretofore received a tuition waiver and compensation from the state "03" account.

Chairman Shaler observed that the tuition waiver appeared to be no longer possible as a compensation to the residence hall counselors, although he said that he hoped that the campus could come up, within a month, with a substitute form of compensation. The actual substitute, he said, was for the campuses to develop and was not an appropriate subject for speculation at this meeting. He said he wished to emphasize that the proposed abolition of the waiver in no way reflected adversely on the Committee's opinion of the value of the program.

Mr. Keith praised the program highly, saying that he had reviewed the report carefully and had been extremely impressed, particularly with the training program and the way it is tied to the operations of the academic departments. He said he and the President were in whole-hearted support of the program.

Chairman Shaler reiterated his admiration for the program, and recalled that he had served as a residence hall counselor as a graduate student and was impressed by the far greater demands which are made of such persons today.

Continuing his remarks on the report itself, Chairman Shaler said he admired the blend of the full report. He said it stresses outreach--the reaching of students by other students. He said also the report had revealed that the assistance given benefits the counselor as well as the student being counseled. He praised the report's candid admission of failures as well and its discussion of efforts to remedy them.

The Chairman described the report as the first effort to find out the students' needs with polls and other direct means, and said the effort had confirmed what he said was the opinion of the Committee all along: that the students believed the student counseling system to be an important service.

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Chairman Shaler observed, in response to a question by Trustee Abrams, that although the tuition waiver system had been used without problems in the past, the Legislature was expressing increasing concern about the loss of revenue to the general fund. Mr. Keith added that the Chancellor was concerned that the program could mushroom, and that others in positions analogous to that of the counselors might understandably ask for the same privilege.

Mr. John O'Keefe, a student, suggested that abolition of the tuition waiver for residence hall counselors might place an added burden on the Residential Life system, and suggested that the proposed vote be tabled for further discussion. Chairman Shaler repeated that the Board was concerned with finding ways to support this program, but that the tuition waiver was felt not to be an appropriate vehicle. Any alternative, he said, was not for the Board to determine but to approve once such an alternative is developed by the campus. He added that the Legislature is in the process of studying the whole system of waivers. It was his view that the University should have its own house in order so as to avoid having an undesirable system forced on it.

Chairman Shaler also said that the waiver abolition had been proposed at a previous meeting, and had been tabled at that time and studied for several months. He felt convinced that it had been adequately studied.

Abolition of Tuition Waivers for Residence Hall Counselors

After further brief discussion, a motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that the University of Massachusetts Tuition Waiver Policies (Trustee Doc. T75-075B) be amended by inserting after section 3.4 the following new section: 3.5 Tuition Waivers for Residence Counselors.
Tuition waivers for residence counselors are abolished effective July 1, 1975.

Resolution of Support for Residence Hall Counseling

Following the vote, Trustee Abrams moved that the Committee recommend that the Board of Trustees express strong support for the residence hall counseling program. The motion was seconded and it was

VOTED: To recommend to the Board of Trustees that it express strong support for the residence hall counseling program, and express the hope that, as soon as possible, alternative means of supporting such counselors be developed.

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The next item on the agenda was the Annual Report of the Student Affairs Division of the Harbor Campus. The Chairman asked Mr. Tubbs to present the report.

Mr. Tubbs stated that student affairs has historically had an extremely low priority on the Boston campus, and it was his hope that the report would supply information about what the division had been doing in the past year while giving an idea of the hopes and plans it had for the future. He said he would happily answer any questions which the Committee might have.

Trustee Abrams asked whether the problems related to staffing health services had been cleared up. Mr. Tubbs replied that they had been; that a search committee was at work and would soon make some recommendations. Mr. Keith asked, first, whether the proposed Human Resource Center was still a high-priority project, and second, whether the division had any hope of securing sufficient staff in the future.

Mr. Tubbs replied that the Chancellor had assured him that the Human Resource Center was still definitely a high-priority item. As for staff additions, he did not feel optimistic. In fact, he said, he was concerned that there might even be cutbacks in the future. He explained that this was a possibility in view of the absolute freeze on hiring, which ruled out replacement of persons who leave. He also noted that it was impossible now to add a director of counseling, and that the positions of director of health services and director of counseling would be combined in one person, due to fiscal necessity.

Chairman Shaler expressed his views on the positive and negative points of the report. The positive aspects, he said, were that the faculty is getting increasingly involved in student affairs, and that he could see that the desire previously expressed by the Board for an active outreach approach toward student needs was reaching fruition. On the negative side, the Chairman cited four key areas: prefreshman programs, veterans, disadvantaged students, and minority counseling. He said that the report of the division of student affairs revealed little or no student participation in these areas, which he viewed as desirable.

On the subject of austerity, the Chairman observed that retrenchment was certainly necessary, but he wished to receive a report from the Boston campus at the April meeting outlining steps to be taken in shifting positions to make better use of staff resources. He also said he was still concerned about the missing 30 positions, and said he wished to have the Chancellor's explanation in April. Some of these, he said, appeared to have been used for admissions when they had been specifically earmarked for counseling.

He also observed that, at a recent meeting, the Committee had heard reports from both campuses on the use of staff in student

UM/Boston--
Annual Report of
Student Affairs
Division

affairs. At that meeting the Amherst campus had reported substantial reallocation of staff in an effort to better meet the needs of the students. This had been accomplished, he pointed out, without addition of new staff.

The students present raised several questions about the Boston campus's report. Chairman Shaler pointed out that Mr. Tubbs was the first Vice Chancellor for Student Affairs at the Boston campus. Consequently, he said, Mr. Tubbs did not enter into a situation which had any structure set up in advance. It had been his responsibility to draw a semblance of order out of disorder. Mr. Keith added that it had been Mr. Tubbs' first priority to impose some structure on the Division of Student Affairs. Now, he said, his task was to begin to concentrate on content, but that nine years of neglect could not be undone overnight.

UM/Worcester--
Financial Aid
for Medical
Students

There being no other discussion of this matter, Chairman Shaler took note of the presence of Dr. Smith from the Worcester campus, and asked him if he had any remarks to make to the Committee. Dr. Smith said that the Worcester campus was to have made a report to the Committee on the status and problems of financial aid for medical students. He said that as a result of confusion due to former Chancellor Soutter's sudden retirement, the report was not ready. He promised, however, to have these difficulties ironed out and to have a report on problems of financial aid to medical students ready in time for the Committee's April meeting.

The Chairman remarked that Mr. Gartenberg, University Budget Director, was also working on these problems.

UM/Amherst--
Universal
Resource Fee

Trustee Abrams asked whether it would be appropriate for the Committee to discuss a suggestion he had heard of raising tuition because of the drop in residence hall occupancy.

Chairman Shaler said that he had received several mailings on the subject of University austerity moves. He made the point that those who oppose the Universal Resource Fee should be prepared to propose viable alternatives, since the University has debts which cannot be ignored. He added that several of the proposals he had heard did not seem realistic.

Dr. Gage informed the Committee that he would be prepared for a full discussion of this matter, with documentation, at the Committee's next meeting.

There was nothing further to come before the Committee, and upon a motion made and seconded, the meeting was declared adjourned at 3:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

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MINUTES OF MEETING OF THE TRUSTEE COMMITTEE ON

FACULTY AND EDUCATIONAL POLICY

March 19, 1975; 10:00 a.m.

Office of the President, University of Massachusetts
One Washington Mall, Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Troy, President Wood; Trustees Breyer and Steed; Mr. Callahan, representing Trustee Anrig; Ms. Flannery, representing Trustee Bicknell; Secretary Hardy, Mr. Mehegan, recorder

Administrators, Faculty, Staff and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Mr. Chappell, Acting Dean of the Graduate School; Professor Fletcher, Faculty Representative; Mr. Lindsey, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Spaethling, Vice Chancellor for Academic Affairs and Provost

UM/Worcester: Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost

UM/Amherst, UM/Boston, and UM/Worcester--Tenure Recommendations

The meeting was called to order at 10:05 a.m. Chairman Troy called on Mr. Lynton to speak to the first three items on the agenda, tenure awards on the three campuses. Mr. Lynton informed the Committee that the President had had an unexpected commitment and would be a little late. He began by reading some general comments of the President on the subject of tenure which were addressed to criteria and some of the related issues. "The award of tenure," the comments said, ". . . requires a thorough and careful review of the candidate's qualifications and an assessment of his or her role in meeting the existing and long-range plans of the institution." Other portions of this memorandum mentioned the need for tenure decisions to be integrated with the five-year plans of campus, school or college, and department. The need was cited to keep open the University's opportunities to attract and acquire highly talented faculty members in years to come.

Mr. Lynton said that the total number of awards for tenure to come before the Committee for concurrence could not all be dealt

UM/Amherst--Tenure Recommendations

with today and that the April meeting of the Committee would complete the task. The first group of the President's decisions for tenure awards at UM/Amherst and Boston were then presented.

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UM/Boston--Tenure Recommendations

After Mr. Lynton introduced the Boston recommendations, Chancellor Golino interposed a question about an appointment to tenure of a person holding the rank of assistant professor for a number of years who was not at the same time recommended for a promotion to the rank of associate professor. Both Mr. Lynton and Chairman Troy remarked that it was the firm policy of the Committee and the desire of the President not to treat these issues separately.

Some of Chancellor Golino's recommendations, said Mr. Lynton, were still under consideration primarily because the departments had not made clear the proposed relationships between departmental plans and the effect of their recommendations for tenure. President Wood underscored this point by saying that he took planning very seriously, and he wanted to be sure the departments understood the necessary connection between tenure and planning.

Chairman Troy raised the question of duplication between departments in the colleges, as for example the two history departments of Colleges I and II. Both Chancellor Golino and Mr. Spaethling addressed the need to clarify these issues of relationships between departments across the colleges. President Wood remarked that the Boston campus had been using the college system for three years, and that it was now extremely desirable for the colleges to develop greater disciplinary differentiation.

UM/Worcester--Tenure Recommendations

Mr. Lynton next addressed the President's tenure awards for the Worcester campus. He observed that these were the first such annual tenure recommendations for the Worcester campus, and said that, because the Medical School was being built, the criterion of institutional need was as yet less critical than at the other campuses. As of next year, however, this criterion will have to be addressed more carefully.

Criteria in Awards of Tenure

Following these general remarks, a discussion ensued about the criterion of institutional need. Several campus representatives remarked that this was felt to be a new criterion and did not formally exist as recently as two years ago; in the past, they said, individual merit was the primary consideration. Chairman Troy replied that the criterion of institutional need was not "wholly new," that it had always been implicitly a factor.

Mr. Lynton made the point that institutional need is not only necessary, but that it can be more clearly defined than individual qualifications. Trustee Breyer suggested that institutional need, if clearly set forth, should have the effect of reducing anxiety on the part of faculty members, since the realities

with respect to this criterion could be made clear to all.

President Wood stated that the administration had, in fact, been gradual in the application of this criterion, that the Trustees had first approved the criterion of institutional need in 1972. He underlined the necessity for the criterion, and said that the alternative would be disastrous. Chancellor Golino observed that there had been "a growing spree" nationally of tenure awards based entirely on merit, and that the criterion of institutional need was an attempt to come to grips with the problem of competing claims of merit.

Professor Fletcher cited what he viewed as the importance, in coming years, of early assessment and making the hard decisions in individual tenure cases far enough in advance of the end of the probational period to give those faculty members with poorer chances for tenure an opportunity to explore other options. Mr. Gluckstern said it was also important to make careful appointment decisions, since this decision is the last real opportunity for discretion by an institution.

On this point, Chairman Troy asked about consistency and coherence in hiring practices of the Boston campus, and Mr. Spaëthling replied that it varied among departments and levels. Chancellor Golino cited the importance, with respect to such problems, of the Vice Chancellor being involved in the initial screening process.

Chancellor Golino raised the question of the mission and responsibility of the Boston campus. In the past, he said, it had been the operating assumption on the Boston campus that it should not be overly concerned with scholarship. Chairman Troy stated the view that there could be no question that the Boston Campus should be interested in the pursuit of academic excellence. There is more time now in the working life of an academician for scholarship than there ever was, he said, and the Boston campus must be expected to live up to high standards to the same extent as the other campuses.

Mr. Lynton emphasized the importance of good teaching as a criterion, but also pointed out that scholarship is not limited narrowly to the pursuit of new knowledge, but can also consist of creative pedagogical development and other scholarly efforts.

Acting Dean Butcher offered a summation of the appointment system used at the Medical School which, he pointed out, differs in process from the other two campuses. The primary recommendation for the appointment of new faculty is the responsibility of the department chairman, which then is sent to the Executive Committee of the faculty for review and recommendation.

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Executive Session

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With the completion of the general discussion, a motion was made that the Committee go into executive session for the purpose of discussion of individual cases at 11:30 a.m. The motion was seconded and it was

VOTED: To go into executive session for the purpose of discussing individual tenure appointments at the Amherst, Boston, and Worcester campuses.

The executive session ended at 1:35 p.m., and the Chairman indicated that the Committee had agreed to postpone any recommendation to the full Board until all of the tenure decisions of the President had been discussed for the Committee's concurrence which would be completed at the Committee's April meeting.

UM/Amherst--Tenure Offer to Robert H. Graham as Professor of Computer and Information Science (Doc. T75-090)

He then turned the meeting to item four on the agenda, Tenure Offer to Robert H. Graham as Professor of Computer and Information Science, University of Massachusetts at Amherst (Doc. T75-090). Mr. Lynton informed the Committee that careful critical review must be given to all new appointments with tenure, and that, in general, vacancies should be filled at a junior level. He said, however, that in Mr. Graham's case, such an offer was fully justified in view of the criterion of institutional need. Mr. Gluckstern stated that the Department of Computer and Information Science was one of the strongest on the campus and in the country. The previous head had wished to devote himself to further scholarship, and a long and careful search had taken place for a successor. He said he believed Mr. Graham to be a strong research scholar whose capabilities would greatly improve the balance of the department. A motion was made, seconded, and it was

VOTED: To recommend to the Board of Trustees that it concur with the proposed appointment with tenure of Robert H. Graham as Professor of Computer and Information Science at the University of Massachusetts at Amherst, as contained in Doc. T75-090.

UM/Boston--Tenure Appointment, College of Professional Studies (Doc. T75-087)

The Chairman next directed the Committee's attention to the matter of Tenure Appointments, College of Professional Studies, University of Massachusetts at Boston (Doc. T75-087). Speaking for the campus, Mr. Spaethling informed the Committee that two important criteria had been followed: (1) institutional need, which in this case was to provide several core faculty members in three important areas; and (2) the distinction of the candidates. He observed that these persons had tenure in their respective institutions and could not have been tempted to come to the University without the offer of tenure included in the proposal. He said he and the Chancellor, having interviewed the candidates, concluded that Dean Freeland and Professor Patterson had done an outstanding job of recruiting.

COMMITTEE

There was no further discussion, and after a motion was made and seconded, it was

UM/Boston--Tenure Appointments, College of Professional Studies (Doc. T75-087)

VOTED: To recommend to the Board of Trustees that it concur with the following appointments with tenure in the Management Program of the College of Professional Studies of the University of Massachusetts at Boston: Dr. Shirley M. Arbesfeld, as Associate Professor; Dr. Gunther Boroschek, as Professor; and Dr. Peter J. McClure, as Professor; all as contained in Doc. T75-087.

UM/Worcester--Academic Organization of the Medical School (Doc. T75-092)

Mr. Lynton spoke of the next item of the regular agenda, the Academic Organization of the Medical School (Doc. T75-092). He recalled that at its October meeting, the Committee had discussed this matter, and had asked Chancellor Soutter to submit a list of proposed departments. The Chancellor's list had included a possible 68 departments. This list was under serious, critical review at the Medical School, Mr. Lynton said, and it was hoped that the review could be completed by the end of the semester. One of the essential departments on the list, however, was that of Pediatrics.

Acting Dean Butcher added that Pediatrics is a recognized academic department in all 113 medical schools in the country. He described such a department as one with clear-cut academic roles, as an administrative entity, and as a clincial service. This department, he said, was expected to lean heavily toward the area of primary care.

Structure of Department of Pediatrics

Ms. Flannery, representing Trustee Bicknell, asked whether the structure of the proposed department had been determined. She said Trustee Bicknell agreed with the necessity of a department of pediatrics, and indeed felt that its focus should be primary care and that it should be closely tied in with the Department of Family Practice. She also suggested that the description of the department which was given to the Trustees in November 1974 was perhaps too "classical," and wondered if that description was being ratified along with the department itself.

Acting Dean Butcher stated that the description provided at that time had not been an official planning document. He said that it was expected that more than half of the internships and residencies in pediatrics would be in primary care. He took exception to the view that pediatrics should be allied mainly with the Department of Family Practice, and said he believed it should also be strongly allied with the Department of Medicine and the Department of Community Medicine. In response to Ms. Flannery's question as to whether there would be subdivisions within the department, Acting Dean Butcher said that individuals within the Department would certainly concentrate on different areas, but that Dr. Hanshaw, whose appointment as Chairman of the Pediatrics

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Structure of Department of Pediatrics

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Department, was to be considered later in the meeting, had not requested any specific appointments. He added, however, that he expected future appointments for the Department of Pediatrics to reflect a mixture of primary care and subspecialties.

Ms. Flannery stated that Trustee Bicknell would like to go on record as favoring the linkup of pediatrics with child developmental problems. Upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it establish a Department of Pediatrics at the University of Massachusetts Medical School, as set forth in Doc. T75-092.

UM/Worcester--Appointments with Tenure (Doc. T75-093 & Doc. T75-094)

The next item on the agenda consisted of two proposed Appointments with Tenure, University of Massachusetts at Worcester (Doc. T75-093 and T75-094). Speaking of the proposed appointments, Acting Dean Butcher said that the Medical School was fortunate to attract two such eminent individuals. Dr. Braverman was a specialist in endocrinology and nuclear medicine, and had done important work in the area of thyroid diseases. Dr. Hanshaw, he said, was an outstanding pediatrician clinically, administratively, and in terms of research, and was a specialist in the area of virology and microbiology. He described him as a generalist in terms of pediatrics, and said that he was a true academician. Dr. Hanshaw was expected, said Acting Dean Butcher, to take a leading role in the development of the Department of Pediatrics and in the overall primary care program of the Medical School.

Ms. Flannery asked, since Acting Dean Butcher had mentioned that Dr. Braverman was expected to become Chairman of the Department of Nuclear Medicine, whether a Department of Nuclear Medicine had been created. Mr. Lynton replied that it had not, but would be placed before the Committee at its next meeting. There was no further discussion, and after a motion was made and seconded, it was

VOTED: To recommend to the Board of Trustees that it concur with the proposed appointment with tenure of Dr. Lewis E. Braverman as Professor of Medicine at the University of Massachusetts Medical School, as set forth in Doc. T75-093.

and it was

VOTED: To recommend to the Board of Trustees that it concur with the proposed appointment with tenure of Dr. James B. Hanshaw as Professor of Pediatrics at the University of Massachusetts Medical School, as set forth in Doc. T75-094.

The final item of the agenda was a report from the Amherst campus on the Institute for Man and Environment. Mr. Gluckstern informed the Committee that the Institute had been formed three and one-half years earlier. It had had high hopes, he said, but probably had been too ambitious at the beginning in view of conditions which had existed on the campus at the time.

The Institute had experienced a change of leadership, he said, and under Dr. Zube had succeeded in narrowing its focus in terms of its academic function--development of courses--and its cooperative effort in helping state and local government with their problems. The cooperative function also has educational value. He said the Institute assists with the evaluation of environmental impact studies for the state Department of Natural Resources.

Mr. Gluckstern added that Professor Hugh Davis, of the Department of Landscape Architecture and Regional Planning, was serving both as Associate Director of the Institute and as Assistant Secretary of the state Office of Environmental Affairs.

Chairman Troy asked which of the two functions--service or development of academic courses--was the most heavily emphasized. Mr. Gluckstern replied that the Institute develops courses for persons who are interested in environmental matters, but does not offer majors. He described the Institute as a mixture. He said its academic role is to stimulate interdisciplinary courses, while having a reasonably strong compact with state and local government.

After further discussion of the Institute of Man and Environment, a motion was made that the meeting be adjourned. There was no objection, the Chairman declared the meeting adjourned at 2:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF THE TRUSTEE COMMITTEE ON FINANCE

March 27, 1975; 10:00 a.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees Knowles, Rowland, Spiller, Sullivan; Treasurer Johnson; Mr. Heiney, Assistant Treasurer; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mrs. Hanson, Assistant Budget Director; Mr. Keith, Associate Vice President; Mr. Searson, General Counsel; Mr. Lewis, Staff Assistant

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance

UM/Worcester: Mr. Cathey, Controller; Dr. Goodman

Invited Guests: Mr. Joseph Albert, Insurance Advisor; Mr. Eugene Freedman, Mr. Ackley, Mr. Uer, representatives of Coopers and Lybrand, Inc.

The meeting was called to order at 10:05 a.m.

UM/Amherst--Married Student Housing Petition

The first item, under Old Business, was the matter of the Married Students Housing Petition. Chairman Gordon said it was his understanding that the students who had petitioned the Committee expected a vote of the Board on April 2. He asked Chancellor Bromery what the Amherst campus's proposal would be. The Chancellor replied that the campus would stand by the fee-based budget which was approved by the Trustees in June 1974. He said further discussions had taken place with the tenants group since the Committee's last meeting and had discussed with them all the allegations made before the Committee.

Chancellor Bromery explained the historical nature of the problem, and reviewed the principal factors in the determination of the rent structure: the need to build a sufficient reserve to make needed repairs in the older units, and the need to equalize the rent structure between the three married student housing complexes.

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On the question of representation of students, Chancellor Bromery reiterated that the students had agreed to the rent structure at the time the decision was made and added that, while it may be true that the student agreement with that decision did not reflect this group's desires, the present group is composed of about 25 out of 396 married student tenants. He also denied the charge made by the students that there had been illegal commingling of funds, and cited the campus's response which had been presented to the Committee.

Chancellor Bromery also stated that he was prepared to discuss a proposal which had been put forward by the students for a cooperative management of the housing, but he said he believed that the rents should be taken out of escrow first.

Following further discussion, a motion was made and seconded, and it was

VOTED: To reaffirm the Fee-Based Budget as it pertains to rents for the Amherst campus, which was approved by the Board of Trustees on June 5, 1974: to direct the Chancellor to so inform the University of Massachusetts Tenants Association; and to enter into discussions with the Association concerning a release of the rental escrow accounts. Further, to suggest to the Chancellor to continue exploration of the Association's proposal for a cooperative management system for married students housing.

University-wide General Liability Insurance (Doc. T75-101)

The second item was that of the report of the University insurance advisor, Mr. Joseph Albert, on the proposed University-wide General Liability Insurance (Doc. T75-101). Mr. Albert informed the Committee that while negotiations were continuing on the proposed program, they were close to conclusion. He said he had come before the Committee with the written proposal which he had distributed because he felt optimistic that what was sought could be achieved.

He sketched the history of his efforts, observing that he had drawn specifications for insurance for Trustees and University employees. These specifications had attempted to cover every possible exposure. The bidding process had been extremely poor, he pointed out, and as a result the firm of Marsh and McLennan, which had offered the nearest thing to the desired coverage, had been given a broker of record letter to negotiate with insurance companies. Marsh and McLennan returned with amendments, and negotiations had continued to the present point. He said the package had been broadened and the cost reduced.

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University-wide General Liability Insurance (Doc. T75-101)

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Mr. Albert said that it had become necessary to negotiate three policies, instead of the one complete policy which had been specified in the beginning, and that the net cost was about $43,000.00 a year. Subtracting the piecemeal coverage which the University had at present, the net increase in cost to the University would be about $37,000.00.

A lengthy discussion took place, during which Mr. Albert provided substantial additional information about the specifics of the proposed program.

He said that the amount of the insurance was in excess of $5 million, which he said could be cut back. He stated that there were various deductibles, and that it was necessary for the Board to decide whether individuals or the University would pay these deductibles in the event of a claim. In response to question from the Chairman, Mr. Albert stated that it was not possible to secure a commitment for a fixed term, that such commitments are not made, and that each of the policies has a 60-day cancellation provision which the insurer could exercise if he were to become dissatisfied with the premium.

Mr. Albert informed the Committee that the three companies involved were: Home Insurance Company, which was to write the primary insurance liability; First State, which was to write the umbrella liability; and CNA, which was to write the wrongful acts liability.

At the conclusion of further discussion a motion was made and seconded, and it was

VOTED: To authorize the University insurance advisor, Mr. Joseph H. Albert, to finalize an agreement for a University-wide general liability insurance program at a cost not to exceed that contained in Doc. T75-101, subject to the approval of University General Counsel and the Treasurer.

Trustee Spiller expressed the concern that the Trustees should address the questions of whether, how, and under what circumstances the University would pay the deductibles and legal fees of employees in the event of a claim. At his suggestion, the University counsel was asked to look into these matters as soon as possible and report to the Committee.

UM/Worcester--Insurance Program (Doc. T75-097)

The next item on the agenda was the matter of the UM/Worcester Insurance Program (Doc. T75-097). Mr. Albert recapitulated the matter, saying that at present the Medical School had no insurance at all, except what individuals may be buying, and that the University-wide General Liability Program would not cover the Worcester campus.

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He had been asked, at a meeting with Medical School staff, Assistant Counsel O'Leary, and members of the President's staff, to seek a Hospital Professional Liability Policy including the Medical School plus all personnel and students, but excluding doctors. As for the doctors, he said he had been asked to seek the availability of insurance for individual doctors by the insurer, with premiums to be paid by the doctors themselves.

Mr. Albert pointed out to the Committee that the state of the market was such that it might prove difficult to secure this program, but that he was optimistic. Mrs. Hanson asked whether the difficulty of getting malpractice insurance would prove a stumbling block to getting the more standard professional liability insurance. Mr. Albert replied that he could not know the answer before discussions were opened with insurers, but he said it was desirable to link the two aspects of the program.

Mr. Albert said the amount of the individual professional liability insurance was to be in excess of $1 million. Trustee Rowland questioned whether that amount would be adequate in view of the large judgments being awarded. Mr. Albert replied that the budget estimates were qualified, and were months old but that he would review this question further. He added that it was difficult to say what the minimum coverage should be without first beginning to negotiate to find out what the rates would be. The Chairman observed that it was a matter of trying to trade off the amount of coverage desired and required against the cost.

Treasurer Johnson initiated a discussion of the matter of funding this insurance program. As far as he could see, he said, the only feasible source of funds was the trust fund interest account. He observed that the total cost for this program and the general, University-wide program was between $100,000.00 and $125,000.00. In order to fund these programs through the trust fund interest account, he said, it might prove to be necessary to cut some other programs. He added, however, that the insurance was of the highest priority. He stressed that these programs constituted a major new commitment which would grow more costly as time passed.

Mrs. Hanson asked whether these costs could eventually be built into the hospital structure to avoid placing a great drain on the other campuses. Treasurer Johnson replied that there was always a possibility that some other means of funding the programs could be found in the future, but he believed that the trust fund interest account would have to carry the load for the first few years. The Chairman emphasized the extreme high priority of this insurance, and said the program must be secured before a single patient enters the hospital. He said that some time in the future the cost might have to be built into the rate structure of the hospital, and said that some thought should be given to this eventuality. Upon motion made and seconded, it was

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UM/Worcester--
Insurance
Program
(Doc. T75-097)
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VOTED: To recommend to the Board of Trustees that it authorize Joseph H. Albert, in consultation with the Acting Dean, to commence negotiations to obtain an insurance program for the University of Massachusetts at Worcester as outlined in Trustee Document T75-097; provided, however, that no insurance shall be purchased without the prior approval of the Board of Trustees.

Mr. Albert said he would try to resolve the negotiations in April, and would report to the Committee at that time. The Chairman complimented him for his work.

Ohio Land Sale

The next agenda item was that of the Ohio Land Sale. The President stated that it was important for the principals from Nationwide Development to come to Boston to discuss all options, and for him to report to the Committee as soon as possible. At this point, he said, the University could not do anything except negotiate. The Chairman said that he wished not to take any action at this meeting on the matter because he was not familiar enough with it. Treasurer Johnson observed that Nationwide, the prospective buyers of the land which had been willed to the University by the late Murray D. Lincoln, wanted changes in the agreement, which he said leads to the process of negotiation.

Trustee Knowles pointed out to the Committee that if the University were to rescind the purchase agreement authorized in 1973, it would have to do so by September 1975 or well before. All present agreed to this necessity. Trustee Knowles also made several points about the property in question. She said there were no serious flood problems and felt that the land was more valuable than it was in 1973. She stated her strong feeling that the two parcels should not be separated. The Chairman took note of Trustee Knowles's remarks and said it was his feeling that no harm would be done by waiting until the Committee's next meeting before acting.

UM/Worcester--
Invitation for
Bids for a
Branch Bank

The meeting turned next to a proposed vote authorizing the Acting Dean, Chancellor, or any designee thereof to invite bids for the purpose of providing banking services on the Worcester campus. Mr. Cathey told the Committee that the Medical School had had many queries from area banks about the possibility of opening a branch on the campus.

Now, he said, the hospital building had reached a point where it was appropriate to solicit bids for this purpose. Trustee Spiller expressed the view that it was premature to solicit bids at this time. He said the University should wait at least a year for the hospital to be fully functioning, at which time it would have something to sell to prospective bidders. Mr. Cathey said he thought it was essential to have this service

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in the first year, although not on the first day. Mr. Spiller reiterated his view, and upon motion made and seconded, it was

UM/Worcester--Invitation for Bids for a Branch Bank

VOTED: To table the proposed authorization for solicitation of bids for the provision of a branch bank on the Worcester campus for a period of six months, at which time the Worcester campus may renew the proposal.

Amendment to Tuition Waiver Policies (Doc. T75-075B)

The Committee next turned to an amendment to Tuition Waiver Policies (Doc. T75-075B). Vice President Keith, speaking for the Student Affairs Committee, explained that residence hall counselors on the Amherst campus had been receiving both compensation from state funds and a tuition waiver. The Student Affairs Committee had decided that to continue the tuition waiver would be to provide a precedent whereby other students who were receiving payment for services might also understandably ask for a tuition waiver.

He said that, while the Committee was extremely impressed with the residence hall counseling system, and had directed the campus to seek other means of supporting it, it had felt compelled to recommend discontinuation of this form of compensation. Upon motion made and seconded, it was

VOTED: To concur in the recommendation of the Student Affairs Committee that the Board of Trustees amend the University tuition waiver policies (Doc. T75-075B) by inserting after Section 3.4 the following new section:

3.5 Tuition Waivers for Residence Counselors.

Tuition waivers for residence counselors are abolished effective July 1, 1975.

Administrative Policy Guidelines for Grants and Contracts

Turning to the next item, the Chairman stated that the President would address himself to the matter of Policy Guidelines for the Administration of Grants and Contracts. President Wood reminded the Committee that he had said at the last Board meeting that he would continue to make administrative changes based on the findings which came out of the audit of the School of Education. He distributed to the Committee a memorandum describing some specific steps to be taken.

He noted that a review of administrative practices had been going on for two years. He said that in February 1975 the Treasurer had given him a specific proposal for such guidelines which had been reviewed by the respective campuses. After a second round of campus discussions, he said, he proposed to implement the guidelines shortly. He said he had determined to go forward in two stages: (1) to deal with grants which came to the University from the federal government and philanthropic institutions for

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academic programs, and (2) to cover contracts, leases and other actions of an essentially administrative nature. He outlined some of the guidelines proposed. Upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it take note of the action of the President in the establishment of policy guidelines, organizational arrangements and administrative procedures governing academic program contracts and grants, involving research, service, and training activities; that it concur in the same and ask that their implementation receive the highest priority on all campuses.

Executive Session

A motion was made to go into executive session, and upon a second to the motion, it was

VOTED: To go into executive session to hear a status report on the audit of the School of Education at the University of Massachusetts at Amherst.

The executive session began at 12:15 p.m. and the meeting was adjourned at 12:55 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

April 2, 1975; 11:00 a.m.

Campus Center, Room 911-15
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Carlson, Croce, Gordon, Rowland, Shaler, Troy; Secretary Hardy, Treasurer Johnson; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Father Walsh, Academic Advisor to the President; Mr. Bench, Assistant Counsel; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Professor Fletcher, Faculty Representative; Mr. Lindsey, Graduate Student Representative

UM/Boston: Chancellor Golino; Professor Gagnon, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Hospital Director and Associate Dean for Administration

Invited Guests: Mr. Wallace Ackley of Coopers & Lybrand; Mr. Peter Wyman, student at the Medical School

Review of Governance Document (Doc. T75-099)

The meeting was called to order by Chairman Healey at 11:10 a.m. He called first upon Father Walsh to brief the Committee on the first matter, the Review of Governance Document (Doc. T75-099). Father Walsh reminded the Committee when the Trustees had adopted the Governance Document(T73-098) in April 1973, they had adopted that it be evaluated two years from its date of adoption.

A meeting of a committee with representatives of all governing bodies had been held for this purpose at the Office of the President. There had been varied discussion at this meeting, although only the Faculty Senate had submitted suggestions in advance.

It had been the sense of the Committee that problems experienced with the statement were campus problems which required solution at the campus level, and that it would be inappropriate to attempt to solve them through revision of the document itself.

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Review of
Governance
Document
(Doc. T75-099)
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Father Walsh noted that the President had transmitted a memorandum to the Chancellors asking that campus-level implementation procedures be submitted to the Trustees by October 1975. Father Walsh added that the Committee had voted to recommend only one change in the document, amendment of the wording in Section II. D.3 to read "working days."

Trustee Shaler observed that this change would extend the limits of consideration of policy recommendations to nearly a hundred days, and asked if that was too long. The observation was made that these periods are maximums and that administration can always act more quickly on matters which are passed along.

There was further brief discussion, followed by a motion. The motion was seconded and it was

VOTED: To recommend to the Board of Trustees that Part II.D.3 of Document T73-098 be amended as follows:

> The Chancellor, the President and the Board of Trustees may approve recommendations from the campus governing bodies at any time. Subject to precedents established by components of each campus and/or the restraints and procedures specified in their constitutions and in accordance with the preceding statements of primary responsibility (Section I.B. of this statement), recommendations adopted by the campus will become policy unless (1) disapproved or sent back for reconsideration by the Chancellor within twenty working days of receipt of notification from the governing body; (2) disapproved, sent back for reconsideration, or deferred by the President within twenty working days of receipt of notification of the Chancellor's approval or within twenty working days following the expiration of the twenty-day period for the Chancellor's consideration; (3) disapproved by the President during a special thirty-working-day deferral period (if the President chooses to defer his decision he will notify the governing body; the deferral period will begin at the end of the President's initial twenty-working-day period of consideration); (4) disapproved by the Board of Trustees within these specified time limitations. The governing bodies will notify the Chancellor, the President, and the Board of Trustees of their action as soon as possible after their adoption.

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Any matter not acted upon within seventy working days of receipt of notification by the Chancellor of an action by a governing body will be taken as approved by the Board of Trustees. When a recommendation is disapproved, the governing body will receive written reasons in detail for the adverse decision.

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Review of Governance Document (Doc. T75-099)

The next item on the agenda consisted of Worcester Campus Position Classifications (Doc. T75-098). Mr. Stockwell described the proposed positions to the Committee, and said the descriptions and ranges had been carefully worked out in cooperation with the President's office. Chairman Healey asked Acting Dean Butcher if the proposed positions were essential, and if they conformed with established practice in comparable medical centers. Dr. Butcher confirmed that the positions were standard and essential.

UM/Worcester--Position Classifications (Doc. T75-098)

Trustee Croce asked whether, when the teaching hospital budget becomes separate from that of the Medical School, the proposed positions will still be part of the hospital budget. This would be desirable, he said, for the sake of third-party payments. Mr. Stockwell replied affirmatively.

Upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it approve the Classifications of Position Titles, UM/Worcester, as contained in Doc. T75-098.

The Chairman next turned to two proposed Personnel Actions for UM/Worcester (Docs. T75-100, T75-102). Upon motions made and seconded, it was

UM/Worcester--Personnel Actions (Docs. T75-100, T75-102)

VOTED: To approve the prospective appointment and terms of employment as set forth in Trustee Document T75-102, said stated components of compensation to be renegotiated and submitted to the Board of Trustees for its approval not later than July 1, 1975; further that the Board of Trustees authorize the preparation and filing of any documents necessary for the implementation of this vote.

and it was

VOTED: To confirm and approve the personnal action and salary adjustment, UM/Worcester, as detailed in Doc. T75-100.

President Wood next addressed the Committee on a matter not on the formal agenda, a proposed vote on the status of former Chancellor Soutter of the Worcester campus. President Wood told the Committee that Dr. Soutter could not be an active professor once

Honorary Title for Former Chancellor Soutter

Honorary Title for Former Chancellor Soutter

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he is officially retired, but recommended that the Trustees award to him the honorary title of Dean Emeritus of the Medical School. Acting Dean Butcher said he was not certain whether Dr. Soutter would prefer the title of Dean Emeritus or Professor Emeritus. The Chairman said he believed that Dr. Soutter should have his choice, and added that office space should be provided for him at the Medical School. The view was expressed that both titles would be appropriate.

After a motion was made and seconded, it was

VOTED: To recommend to the Board of Trustees that it concur in President Wood's award to Dr. Lamar Soutter of the honorary title of Dean Emeritus and Professor of Surgery Emeritus, effective April 6, 1975, in recognition of his dedicated and outstanding leadership as the first Dean of the University of Massachusetts Medical School at Worcester.

Progress Report on Audit of School of Education

The final agenda item was an update on the continuing audit of the School of Education at Amherst. President Wood told the Committee that his second report to the Board on the progress of the audit of the School of Education, to be distributed at the Board meeting, dealt with findings to date insofar as they can be revealed in light of legal restrictions. He said his report reveals that Phase I of the internal audit of the School of Education conducted by Treasurer Johnson has been completed, which covers the $2.4 million in grant money alleged to have been subject to possible misuse.

The President added that the international accounting firm of Coopers & Lybrand had been retained to assist and support the Treasurer since it was clear that the internal audit staff was much too small to handle the task by itself while fulfilling its other responsibilities.

President Wood continued that the Auditors' report confirmed what Chancellor Bromery had already identified in terms of individual behavior, and revealed that procedures used within the School of Education had bypassed certain established University procedures. He stated that he and Chancellor Bromery had to determine how that process of bypassing had occurred and who was responsible for it.

The President said that, although he or the Treasurer was authorized to execute a contract with Coopers & Lybrand, he felt it was important that the members of the Finance Committee be advised concerning this matter.

Further discussion followed on the subject of confidentiality of records. Treasurer Johnson also reminded the Committee

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that the U.S. Department of Health, Education, and Welfare was auditing HEW grants and the Commonwealth was auditing state grants at the School of Education.

Progress Report on Audit of School of Education

There was no other business to come before the Committee at this meeting, and Chairman Healey declared it adjourned at 12:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

April 16, 1975; 11:00 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Knowles, President Wood; Trustees Clark, Spiller; Secretary Hardy, Treasurer Johnson; Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Post, Assistant Vice President for Physical Planning; Mr. Stephenson, Staff Associate, Planning Office

UM/Amherst: Chancellor Bromery; Mr. Melley, Director of Public Information; Professor Fletcher, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Rawn, Assistant Chancellor

UM/Worcester: Acting Dean Butcher; Dr. Majno, Chairman, Department of Pathology; Mr. Grieg, Director of the Physical Plant

Invited Guests: Mr. Michael McKinnell and Mr. Henry Wood, Kallmann & McKinnell, Architects; Mr. Harold Roth, Roth & Moore, Architects; Mr. George Pumphret, Building Authority; Mr. Kelvin Abron, Student Intern, Jeremiah E. Burke High School, Boston; Mr. Matthew Davis, Student Intern, Copley Square High School, Boston

The meeting was called to order at 11:05 a.m. by Chairman Knowles.

UM/Boston--Review of Status of Environmental Impact Report

At the request of the Chairman, Mr. Post, Assistant Vice President for Physical Planning, reviewed briefly the status of the environmental impact study for Phase II construction at UM/Boston. He said that the draft report had been favorably received and that the BRA, which had originally had some objections, had indicated that the report had satisfied its concerns. The final report will be filed with the Executive Office of Environmental Affairs on or before April 28, will then be published by them, and assuming that the report is approved by the appropriate agencies, construction can begin by 60 days after publication of the report.

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Status of Kennedy Library Site Selection

Chairman Knowles then asked Vice President Robinson to report on the status of site selection for the Kennedy Library. Mrs. Robinson said that the Kennedy Site Selection Committee is still interested in one site at UM/Amherst and one at UM/Boston, and that they are consulting with members of the community as well as University personnel to make sure that all parties concerned are aware of the expected impact such a facility would have on the lives of the residents of neighboring communities. It is anticipated that the Kennedy Library Corporation will select a site sometime in May. Trustee Spiller suggested that the Trustees may wish to indicate a preference for one site in order to strengthen the University's position in future negotiations.

Chancellor Golino said that he would like very much to have the Library at UM/Boston, but that he would prefer to see it at UM/Amherst than to have it go to another institution.

Chairman Knowles requested the Planning Office to prepare a list of the advantages and disadvantages of both University sites from the point of view of both the University and the Kennedy Corporation, to be distributed to the Committee on Buildings and Grounds prior to the May meeting of the Board of Trustees.

UM/Worcester--Status of Site Work Contract

Chairman Knowles next asked Mr. Post to bring the Committee up to date with regard to the progress of site work at UM/Worcester. Mr. Post reported that the Bureau of Building Construction has started design work on the road system, lighting and landscaping, and has authorized Ritchie Associates to begin work on this phase. This work may be curtailed due to lack of sufficient funds to complete the entire project. The roadways and patient parking will take priority; the landscaping may not be possible without additional funds. Trustee Spiller asked whether students and faculty from the College of Food and Natural Resources at UM/Amherst might assist in the landscaping. Mr. Grieg offered to explore this possibility.

UM/Boston--Status of Shuttle Bus Site

At the request of Chairman Knowles, Assistant Chancellor Rawn reviewed the status of the shuttle bus turnaround at Columbia Station, indicating that although the property is now leased from the Gulf Oil Company, it should at some time in the future become the property of the University. He said that the parking lot needs resurfacing, which would cost approximately $60,000 to $70,000. He feels that negotiation for the land would require much time and that, therefore, it should begin very soon. Mr. Rawn said that the University as well as other organizations in the community have been working on a proposal to request the MBTA to add a stop at Columbia Station for those trains on the Quincy line. He said this would not interfere with the bus turnaround. Treasurer Johnson asked if the MBTA might take the Gulf land by right of eminent domain. No action was taken by the Committee pending exploration of the possible acquisition of the land by the MBTA.

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Request Regarding Availability of University Land for Use in Farming

Chairman Knowles asked Mr. Post to speak to the item regarding the request from the State Department of Agriculture for land to use for farming. Mr. Post said the department is listing parcels of land which can be made available to private citizens or community groups for the growing of food. He said that the campuses had responded, indicating that some land was available, although limited by soil conditions and water supply. Mr. Post said that although he feels the proposal has merit, lack of funding will make it difficult for the Department of Agriculture to develop an effective program.

UM/Boston--Building 120 (Gymnasium)

Mr. Rawn next reviewed the present plans and the development schedule for Building 120 (the gymnasium) at UM/Boston. He said that since it takes six months to complete working drawings, the BBC has directed the architects to begin drawings for Building 120 in anticipation of favorable action on the final environmental impact report. He said the preliminary drawings would be brought to the Committee at its May meeting. He stated further that working drawings will be submitted to the Committee before they are finalized. It is expected that the foundation design will be completed on or about August 16, and that work on the foundation will begin shortly thereafter, to be completed on or about November 15. It is anticipated that construction of the building will begin in late January or early February 1976 with completion in January 1977.

Mr. Rawn said that since the Committee had approved the schematic design, certain changes had been made, for design and financial reasons, in the northwest entrance from ground level, in the location of office space, and in the use of the area below the automobile exit ramp. In answer to a question, he indicated that the locker room areas were designed so that space can be assigned to men and women as demand determines.

UM/Amherst--DPW Request to Construct Radio Transmitter Station (Doc. T75-118)

Chairman Knowles turned to the request by the Department of Public Works to construct a radio transmitter station on University land on Mount Lincoln, as outlined in Doc. T75-118, and asked Secretary Hardy to introduce this agenda item. Mrs. Hardy explained that this proposal had originally come to the Secretary's Office from UM/Amherst with a request for the delegation of authority to the Chancellor to deal with all such requests. That proposal arrived too late for adequate review by the President's Office and inclusion in the regular agenda. Therefore the specific DPW request only was being brought to the Committee at this time because the Department needed early action.

Secretary Hardy then asked Daniel Melley, Director of Public Information at UM/Amherst, to give the background of the request. Mr. Melley said that there is currently radio transmitter equipment, as well as a fire tower on Mount Lincoln and that the purpose of the proposed station is to enable the DPW to communicate with their cars in the area. The station would be constructed and maintained by the DPW which would also pay electrical

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costs. An emergency generator would be provided by the DPW which could be used as a backup for the University station, and the building would provide space for additional repeater equipment. Mr. Melley said that the license issued would be similar to that approved by the Board for a DPW facility on Mount Toby. After brief discussion, on motion made and seconded, it was

UM/Amherst--
DPW Request to
Construct Radio
Transmitter
Station
(Doc. T75-118)

VOTED: To recommend that the Board of Trustees authorize the Chancellor of the Amherst campus, or those designated by him, to prepare the necessary instruments to license the Department of Public Works of the Commonwealth to enter upon the lands of the University at Mount Lincoln in Hampshire County, for the purpose of installing, maintaining and operating a Radio Transmitter Station to maintain communication with its vehicles: further that Treasurer Kenneth W. Johnson shall be empowered and authorized to execute all instruments for and in behalf of the Trustees of the University in furtherance of these matters.

The meeting was recessed at 12:15 p.m. for lunch and reconvened at 12:35 p.m., at which time Chairman Knowles turned to the matter of naming an auditorium at the Medical Science Building at UM/Worcester.

Chairman Knowles informed the Committee that former Chancellor Soutter had expressed his pleasure to learn that the library at the Medical School had been named for him, but had urged that Judge J. John Fox's contribution to the Medical School and Teaching Hospital also receive recognition. Dr. Butcher, Acting Dean of the Medical School, proposed that Amphitheater I in the Medical School be named for Judge Fox. Trustee Clark said she approved of the suggestion, but observed that it was an exception to the Trustee policy of not naming buildings for living persons. It was the sense of the Committee that this was an exceptional case, as had been the naming of the library for Dr. Soutter, since his and Judge Fox's contributions were of such dimensions as to warrant an exception to the policy. Upon motion made and seconded, it was

UM/Worcester--
Naming of
Medical Science
Auditorium

VOTED: To recommend to the Board of Trustees that Amphitheater One at the Medical School at the University of Massachusetts at Worcester be named the J. John Fox Amphitheater.

The last item on the agenda was a review of the feasibility study for the parking garage at UM/Worcester authorized by the Building Authority under the provisions of the vote taken by the Board of Trustees on November 7, 1973.

UM/Worcester--
Review of
Building
Authority Feasi-
bility Study on
Possible Parking
Garage

At the request of Chairman Knowles, Mr. George Pumphret, speaking as Chairman of the Building Authority, commented on the

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UM/Worcester--
Review of Building Authority Feasibility Study on Possible Parking Garage

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Final Draft of the Car Parking Study for the University of Massachusetts/Worcester, Medical School Campus, as prepared by Kallmann & McKinnell, Architects, and Edison Parking, Consultants.

Mr. Pumphret stated that the report was excellent, and that his only concern was the matter of financing. He said that the Building Authority agrees with University personnel that a garage is needed, but he was concerned that 80 percent of the users will be faculty, staff, and students, for whom reduced rates are proposed. His personal arithmetic suggested that the garage would have to receive about $1.25 per stall per day. He stated that the Building Authority would not be willing to build the garage unless it has some assurance that it will not be a deficit operation. Mr. Pumphret said that he would advocate building the garage in two phases, taking the chance of having too little parking space rather than too much.

President Wood also praised the proposal. He believed the University was faced with a choice: charging rates higher than University personnel want to pay in order to keep the rate for visitors reasonable, or charging less to University users and taking the risk that visitors will not use the garage.

A third alternative would be to blacktop the site and eliminate the garage, but at the scale suggested, he feels this extremely undesirable in relation to the rest of the complex. Although the higher fees would cause problems for the administration at the Medical School, he felt it was important to establish a fee at the outset. Acting Dean Butcher anticipated little opposition to the parking fee from the faculty, but indicated that opposition would probably come from the hospital employees. He also said that he believed the garage to be important to the appearance of the overall setting.

Mr. Pumphret said that his concern was that the garage generate a sufficient amount of revenue to cover the cost of construction and operation. He also expressed his view that a professional concern should operate the garage. Dr. Majno said that one problem faced by the University was that parking at other hospitals in the area is free.

Trustee Spiller suggested that a revised fee schedule be prepared using job class or salary schedule as a basis for charges and setting visitor fees in line with parking rates being charged elsewhere in the city of Worcester. He further suggested sounding out the users to determine viability and acceptability of the rates.

Treasurer Johnson said it was important for the garage to be part of an integral parking system to include the various lots for the total campus. He said the independent operation of the UM/Amherst Campus Center Garage is partially responsible for

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UM/Worcester--
Review of Building Authority Feasibility Study on Possible Parking Garage

its financial troubles. Another decision which should be made, he said, is whether to charge different fees for different parking locations, as is done at UM/Amherst.

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The consensus of the Committee was to accept Trustee Spiller's suggestion that a subcommittee look at the financing alternatives in greater detail and that the University begin charging at once for parking in the various parking lots, to build up a reserve for future debt service payments.

There being no further business, the meeting adjourned at 1:25 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

April 16, 1975; 11:00 a.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Carlson; Trustees Breyer and Troy; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Gartenberg, Budget Director; Mrs. Hanson, Assistant Budget Director; Mr. Lewis, Staff Assistant

UM/Amherst: Chancellor Bromery; Dr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Professor Fletcher, Faculty Representative; Mr. Gulko, Budget Director

UM/Boston: Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Director of Budget and Control; Professor Gagnon, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director

The meeting was called to order at 11:05 a.m. The Chairman observed that no official action could be taken at the meeting because a quorum was not present. He suggested that the Committee express its general sense on the proposed votes, then hold a brief meeting just prior to the May Board meeting to take official action.

Report of University Austerity Program

The first item on the agenda was a Report on the University Austerity Program. Chairman Carlson asked Mrs. Hanson to provide some background. She informed the Committee that the program had begun the previous December at President Wood's behest.

The President had called for a freeze on the filling of positions, as well as other cutbacks in nonpersonnel areas. The specific programs were developed by each campus to meet its specific situation. The report presented to the Committee described these efforts.

Mrs. Hanson said the report had also been sent to Secretary Parks and Secretary Buckley. Secretary Buckley had met with the President, as well, and he had been briefed on the efforts

contained in the report, and on the problems of salary and fuel deficiency. These deficiencies had been reduced from $8.7 to $4.9 million.

A status report was presented of the specific steps which had been taken to secure the necessary funding. Mrs. Hanson indicated that the request for fuel and salary funds had just been formally submitted and that it would be at least several weeks before a formal response could be provided.

The Chairman stressed the importance of making these efforts and their results public. The other Trustees agreed, and Mrs. Hanson stated the belief that the proper vehicle was the only outstanding question. Chairman Carlson said this was particularly important in these times when the University was sorely in need of good will.

Trustee Breyer asked for a clearer explanation of the meaning of the deficiencies, and Mr. Gartenberg replied that the University had budgeted for amounts sufficient to pay for fuel cost increases and cost-of-living increases, even though the funds for these expenses had not been appropriated by the Legislature. He described this as standard operating procedure for state agencies, and said it was based on the assumption that the Legislature would provide funds to heat and illuminate the campuses and to pay for the cost-of-living increases which it authorized.

He continued that the figure of $8.7 million had been for the anticipated FY 75 deficiency costs, but that cost-cutting efforts had reduced these costs by $3.8 million. Trustee Breyer said he thought the average person reading about these deficiencies in the newspaper would tend to conclude that the University was asking for more money, rather than the reverse. The comment prompted a reiteration by several persons present of the importance of clear, sufficient publicity of the University's cost-cutting successes.

Chancellor Bromery spoke next about efforts and problems on the Amherst campus. He said many of the actions had caused hardships, and cited the instances of next year's courses which were in the catalogue, and for which students had signed up, but which would not be given for lack of faculty. He added that when the campus begins bringing in new faculty members at lower salaries than their predecessors, it becomes difficult to attract the best academic talent.

Chancellor Bromery pointed out that the fuel deficiency was the most pressing problem. He said it was not possible to defer payment to oil and coal vendors, and added that though there was money in the "08" account, it was encumbered.

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Report of University Austerity Program

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UNIVERSITY OF MASSACHUSETTS

The Chairman asked for the results of energy conservation, and Mr. Gulko reported that the conservation had resulted in a savings of from 11 to 14 percent.

Professor Fletcher asked whether classes had had to be cancelled in the current semester because of the position freeze. Vice Chancellor Gluckstern answered in the negative, saying the criterion presently being used to decide whether or not to fill vacant positions was whether doing so would prevent class cancellations. He added that the fall semester might be a different story.

Dr. Gluckstern also cited what he called a critical fact: The University was being asked to reduce requests in the FY 76 budget, but these reductions would be made in the already-austere level of expenditure presently in effect.

Chancellor Bromery informed the Committee that certain offices on the campus, such as admissions, were closed to students two days a week to catch up with their workload.

Vice Chancellor Hamilton reported that the Boston campus plans were outlined in a general way in the document prepared and distributed by the University budget office. He added that the campus was looking elsewhere for savings as well, and emphasized that his rule of thumb was to look for savings in operations which might yield savings of from 25 to 50 percent. Telephone service was being studied in this respect. Mr. Hamilton reiterated that the Boston campus had determined to deal first with the changes which had the potential for yielding the greatest saving.

Speaking for the Worcester campus, Acting Dean Butcher reported that there had been unexpected overruns on the fuel account, and said that in this context there was even greater need for payments from the Bureau of Building Construction. For this reason, he said, transfers would be necessary from the "01" account. Currently, 205 positions were being held vacant, due partly to slippage in the teaching hospital opening date and partly to austerity.

Dean Butcher informed the Committee that the Worcester campus was putting into effect the same kinds of austerity moves reported by the Boston campus, but he made the observation that the total saving achieved by such measures as telephone cutbacks is not great.

Chairman Carlson commended the campuses for their success in cutting down on expenses.

UM/Amherst--Adjustments to FY 75 Operating Budget (Doc. T75-103)

The next item on the agenda was the matter of proposed Adjustments to FY 75 Operating Budget (Doc. T75-103) at UM/Amherst. There was a brief discussion, during which Mrs. Hanson remarked

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UM/Amherst--Adjustments to FY 75 Operating Budget (Doc. T75-103)

that each of the campuses will probably need yet another set of transfers, such as those currently proposed, once the University finds out what amount it will receive for the fuel deficiency. The Committee expressed the sense that it would vote to approve the proposed transfers at a special meeting to be held just prior to the May Board of Trustees meeting.

Trust Fund Interest Request for Fund Allocation from Reserves (Doc. T75-104)

The Chairman turned next to a Trust Fund Interest Request for Fund Allocation from Reserves (Doc. T75-104). Mrs. Hanson summarized the contents of the document, which set forth the reasons for the request, and the uses to which the funds to be transferred would be put. The Committee again expressed its sense that it would vote to recommend this transfer at the meeting to be held before the May Board meeting.

Budget Options for FY 1976

The final item on the formal agenda was a Discussion of Budget Options for Fiscal Year 1976. Chairman Carlson stated his view that the options for long-term cutbacks were unpleasant, but necessary. He observed that such immediate measures as position freezes would not solve long-term needs. The fiscal crisis facing the state would continue for several years, he said, and he felt the document describing possible options was a good beginning. Chairman Carlson also stated the hope that the Trustees would have the opportunity to make a positive contribution to development of long-range budget solutions.

Mr. Gartenberg remarked that there were three formulae directed toward the University's FY 1976 budget--that of the Office of Administration and Finance, that of the Office of Educational Affairs, and that of the Joint Committee on Ways and Means of the Legislature. He said that each of these formulae contemplated a budget approximately equal to the FY 1975 operating budget.

One bright spot, said Mr. Gartenberg, was that a resolution could be expected sooner than had been anticipated; the Secretary of Administration and Finance had called for budget submission by the end of April.

Mr. Gulko said his office had analyzed the Executive Office of Educational Affairs' formula. The proposed reductions, allowing for defrayment of fuel costs, would leave an Amherst budget of $60 million, which would mean that as many as a thousand students could not be paid for campus work, which is essential to many students. He said it could necessitate reducing Amherst personnel by two to three hundred persons at all levels.

In a severe austerity program, said Mr. Gulko, the campus believed it must exercise much more management control than in the past. He added that resorting to the administrative options suggested in the document which had been circulated to the Committee would lead to serious inefficiencies.

The Chairman agreed that administrative options would yield little savings in the long run, and said program options would have to bear much of the burden. He conceded that reductions in such areas were not easy to make and would entail some sacrifices. He cited requests for funds for several nontraditional programs and observed that, although these were desirable programs, they must have lower priority than existing academic programs serving the students on campus.

Mr. Gartenberg said it would be difficult to make relative choices about academic programs before the budget picture cleared.

Dr. Gluckstern informed the Committee that a task force had been formed on the Amherst campus to develop criteria for choices about the relative priority of different programs. Both Mr. Gartenberg and Chairman Carlson asked for the submission of these criteria to the Committee when they reach draft form so that the Trustees would have some perspective by which to assess the campuses' recommendations.

There was no further business to come before the Committee, and the meeting was therefore adjourned at 12:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

April 16, 1975; 1:30 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Rowland, President Wood; Trustees Carlson, Clark, Robertson, Spiller, Steed; Mr. Callahan, representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Gartenberg, Budget Director

UM/Amherst: Chancellor Bromery, Mr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Professor Fletcher, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Executive Assistant Chancellor

The meeting was called to order at 1:45 p.m. by Chairman Rowland, who informed the Committee that although no meeting had been originally scheduled in May, the Committee would now meet at a date to be determined.

Planning Notebook

At the request of the Chairman, Vice President Robinson called attention to the draft of a planning notebook which is being prepared in the Planning Office for the use of members of the Committee on Long-Range Planning. The notebook is divided into four sections, one for each campus and one covering University-wide matters.

UM/Boston--Comments by Chancellor on New Directions Committee Report

Chairman Rowland asked that the Committee address first the report by Chancellor Golino in which he states his actions and comments on the New Directions Committee Report. The Chairman remarked that the Committee's discussion of the long-range plans for the Boston campus had begun in the fall of 1973 and she asked President Wood to review the history of the Harbor Campus. He said that there had been two streams of thought as to how it should be developed: the first, that it should be traditional in nature; and the second, that it should concentrate on urban programs and urban

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UM/Boston--Comments by Chancellor on New Directions Committee Report

problems, which would mean, in addition to more nontraditional programs, a different type of faculty and student body. In his attempts to reconcile these two concepts, Chancellor Golino established a New Directions Committee to consider what future goals the campus should pursue and to report their recommendations. President Wood stated that in June 1974, the Board of Trustees had set forth policy guidelines with regard to enrollment planning at UM/Boston (Doc. T74-105) to aid the campus in their planning efforts and that the New Directions Report had since been published and discussed in the University Assembly. The Chancellor's report, which has been distributed to the Committee on Long-Range Planning, reflects the actions of the Assembly as well as the actions and comments of the Chancellor. President Wood indicated that the Executive Committee would need to consider portions of the report, some of the recommendations will be considered by other Committees of the Board, and others do not require any action by the Board, but have been submitted for information only to the Trustees. He stated that at this time the most important part of the report is the overall direction proposed for the campus. The report includes recommendations with respect to summer and extended-day programs, as well as pre-college programs.

Chairman Rowland said that since the full report of the Chancellor had been circulated to Trustees too late to allow them to give it thorough consideration at this time, she would not ask for any action at this time, but asked that the sense of the meeting be recorded as follows: that the New Directions Committee, the Assembly and the Chancellor of the University at Boston should be commended for their constructive efforts in considering a variety of key policy issues for the future of the University at Boston.

Chancellor Golino said that he, too, would prefer to defer discussion of his report until such time as the Trustees had had an opportunity to weigh his recommendations and could spend more time in a discussion of the various aspects of the report.

It was agreed that because of the importance and complexity of the subject, the report from Chancellor Golino would be heard at a subsequent meeting of the Committee.

A number of Trustees pointed to the desirability for this Committee to meet occasionally by itself in order to have free-ranging discussions about the future directions of the campuses.

UM/Amherst--Enrollment Planning

Chairman Rowland then turned to the second agenda item, Enrollment Planning for the Amherst campus, and asked President Wood to introduce this item. The President complimented the campus on the document and said that the materials contained therein will be of great assistance to him in discussions with the Legislature regarding the budget. He indicated that his first priority for

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Committee discussion would be the size and direction of the graduate programs and the related cost. Other issues needing discussion, he indicated, were on-campus vs. off-campus programs, the ratio of full-time to part-time students and the use of full-time equivalent (FTE) and headcount in considering enrollment goals. He stated that the assessment of the physical capacity of the campus also raises questions which must be resolved.

At the request of the Chairman, President Wood spoke briefly about the current budget situation and the need to separate budget problems from long-range planning. He said it should be assumed that budgets will be tight over the next five years and that enrollments may change because of a difference in both the type of student seeking higher education and in the type of education being sought. He said that the more the Committee has progressed in its planning for the future, the easier it will be for administrative officers to make informed budget decisions in the current fluid and uncertain times. He said that he is planning to give a press conference soon dealing with the matters of austerity and executive compensation.

Chancellor Bromery said that although time constraints for producing the information for the Committee had not permitted a review by all of the campus governing bodies, an attempt had been made to reflect points of view in addition to those of administration.

The report attempted to address each of the four general topics which the Committee had specified at their last meeting. In addition, the report made five major recommendations to the Committee:

--That the 25,000 student enrollment limit, as adopted for the Amherst campus by the Trustees in 1972, be defined as full-time equivalent students engaged in learning activities on campus.

--That a target proportion of upper division full-time equivalent undergraduate students (juniors and seniors) relative to lower division full-time equivalent undergraduate students be established at a ratio not to exceed 60:40.

--That a target proportion of graduate full-time equivalent enrollment relative to undergraduate full-time enrollment be established at a ratio not to exceed 20:80.

--That physical adjustments to accommodate program changes resulting from these recommendations be effected through renovations and modifications of existing facilities.

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--That these policies be reviewed at least once every three years by the appropriate governance units on the Amherst campus.

Trustee Carlson asked if the graduate student percentage was being increased because of demand in the market or for the purpose of achieving the 25,000 FTE ceiling. Mr. Gulko replied that at the present time both graduate and undergraduate applications are high and that the suggested 20:80 mix in graduate/undergraduate students is appropriate to the University regardless of the total enrollment. He said, also, that an increase in enrollment is expected at the master's level in professional studies. Queried as to whether off-campus programs were included in the graduate figures, Mr. Gulko replied that they were not, since off-campus programs were primarily a function of resources.

President Wood raised the question as to whether increases were anticipated in graduate programs other than professional studies, or whether programs in the arts and sciences were presently at optimum size. Vice President Lynton asked if trends in the various areas could be extrapolated. Vice Chancellor Gluckstern said that demand is down in the humanities, which are somewhat independent of the job market. Demand is high at both the master's and the doctor's level in the social and natural sciences. In the arts and sciences the graduate enrollment is expected to level off. Professional training is expected to increase, especially in the fields of business, engineering and agriculture.

In response to a question from Trustee Carlson as to why the percentage of graduate students should increase to 20 percent of the total student enrollment, Mr. Gluckstern replied that the Amherst campus is not as far along in the development of graduate programs as are many other public universities and that this is a reasonable figure. Trustee Carlson asked if increasing the proportion of graduate students would not have the effect of relegating undergraduate education to the state and community colleges.

Discussion ensued with regard to how best to assure quality undergraduate education to students in the state, whether this should be the function of the University or other institutions, and whether the character of graduate education should change. Professor Fletcher said that in discussions on the campus at Amherst, this question had received much attention and it had been the conclusion of the faculty that the University should offer the type of education which it was best qualified to provide and that which it was uniquely qualified to perform. It had been the conclusion that graduate education fit these criteria. Chancellor Bromery indicated that it had been the goal of the campus to provide graduate education for those students who otherwise would be financially unable to obtain it. Trustee Robertson inquired

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whether state subsidies to students to enable them to attend other institutions might be a less costly way of accomplishing this goal. Mr. Gluckstern commented that studies have shown that the strength of graduate programs have a correlation to the quality of undergraduate education.

President Wood said that he was concerned that the public would perceive a 28,000 headcount with 20 percent graduate students as enrollment growth, rather than a different means of reaching the 25,000 FTE ceiling. He said that he is also concerned with the factors of job placement for students and limited public resources. Mr. Lynton said that he felt the projections should be recast to indicate the desire for a first professional degree. Trustee Clark asked if the students enrolled in the graduate program were the same students who were originally in the undergraduate programs. Mr. Gluckstern replied that in the professional schools, many of those enrolled in graduate programs have been working and have now come back for an additional degree. In the arts and sciences the students tend to continue directly from the undergraduate to the graduate program. Trustee Robertson questioned whether programs should be provided simply because of student demand even though there may not be a market for those graduates in the business world. Mr. Lynton said that for a variety of reasons there will be a continuing call for advanced degrees as job qualifications. Mr. Gulko said that many people use the graduate degree as a means of changing careers.

General discussion was concluded and at 3:20 p.m., on motion made and seconded, it was

VOTED: To go into executive session.

At the conclusion of the executive session, the meeting adjourned at 4:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

April 22, 1975; 2:00 p.m.

COMMITTEE

Room 174, Campus Center
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Shaler; Trustees Abrams and Savini; Mrs. Holden, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Keith, Associate Vice President for University Policy; Mr. Bench, Assistant Counsel; Mr. Cahill, Staff Assistant

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Professor Fletcher, Faculty Representative

UM/Boston: Ms. Furman, Assistant to the Vice Chancellor for Student Affairs

Students: Ms. Ellen Carraciolo, Ms. Chrissi Emerson, Mr. Michael Federow, Ms. Ellen Gavin, Mr. Mark Hopkins, Ms. Karen Mangan, Ms. Vanessa Nii, Mr. Douglas Phelps, Mr. Miguel Rivera, Ms. Susan Rivest

Others: Mr. Peter d'Errico, member, Socialist Faculty Caucus; Mr. Larry Magid, Student Center for Educational Research

University Tuition Waiver Policies (Doc. T75-075B)

Foreign Student Tuition Waivers (Doc. T75-117)

The meeting was called to order at 2:00 p.m. The Chairman turned first to the University Tuition Waiver Policies (Doc. T75-075B). An amendment had been proposed on the subject of Foreign Student Tuition Waivers (Doc. T75-117). After a brief discussion, a motion was made, seconded, and it was

VOTED: To recommend to the Committee on Finance that the University's Tuition Waiver Policies as set forth in Trustee Document T75-075B be amended by inserting a new section 3.2 to read, in its entirety, as follows:

3.2 Foreign Students
A tuition waiver for foreign students is an appropriate method of encouraging and enabling foreign students from geographic areas currently underrepresented at the University in order to encourage cross-cultural academic interchange at the University. These tuition

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University Tuition Waiver Policies (Doc. T75-075B)

Foreign Students Tuition Waivers (Doc. T75-117)

> waivers are to be awarded on the basis of financial need and are authorized up to a maximum of ten percent of the total number of foreign students attending the granting campus, to be allotted either to foreign graduate or undergraduate students in direct proportion to their representation on the granting campus; provided, however, if the total number of foreign students enrolled on the granting campus is 200 or less, the maximum number of tuition waivers shall be twenty.

UM/Amherst--Student Unionization

Turning next to the agenda item on Student Unionization, UM/Amherst, Chairman Shaler indicated that this was a difficult subject for him to approach. He stated that the Board together with the campuses had developed the Governance Document (T73-098) which does not provide for presentations such as this one to the Committee on Student Affairs. However, Trustee Savini had requested the hearing--a prerogative of his status as a Trustee--and would make the presentation to the Committee.

Trustee Savini stated that this meeting was intended to be only informational, with the thought that, at the Board meeting on May 7, the Trustees might vote to study the situation over the summer and reach a final decision at a later time. However, he had been informed that this is an incorrect procedure and has indicated in his letter to Dr. Wood his willingness to go forward through the Governance procedure. He felt it would be appropriate at this time to present informational material on the enabling policy. He deferred to Douglas Phelps for background orientation and to Susan Rivest for the enabling policy--how it affects students and why it would be advantageous to the University.

In summary, Mr. Phelps stated that the proposal would grant students essentially the same rights with respect to their relationship to the University as presently exist with the employment relationship of the faculty, staff, and classified employees, except they would be in the areas of costs, degree requirements, and conditions and terms of the learning and living relationships between the students and the University. It differs in that it would be adopted at the Trustee level rather than at the state level. The students at UM/Amherst decided to propose this policy which would allow the Trustees to give preliminary recognition to the students and to provide a procedure for carrying out the process. He concluded by citing four developments that seem to be important to the concept of student collective bargaining; (1) in the legal framework itself--students have the power to enter into contracts and to designate agents for the purposes of collective bargaining; (2) in the area of faculty collective bargaining--there are now over 400 universities with contracts; (3) centralization of

authority within the university--the development of statewide systems with decision-making more centralized making it difficult for students to participate; (4) the tightening economic situation--in terms of problems in funding postsecondary education. He said that collective bargaining seems to be the most direct way to have input into the system.

Ms. Rivest continued, saying that the policy is basically an attempt to avoid an adversarial role with the administration and the Trustees. She explained that the enabling policy provides a means whereby students would have the right to organize themselves into a collective bargaining unit with representatives authorized to bargain with the administration. She stated that the policy basically gives students the right to have an exclusive representative, leaving the finer points to be worked out.

After 30 percent of the students had signed a petition requesting an election for a union, it would be held and a majority of the students would have to vote favorably. She explained that the SGA cannot become the representative because a majority of the students do not participate in its decision-making process. She pointed out that the negotiating agreement would run for two years and then would come back for renewal, but that by going through the Trustees rather than the Legislature, the Board would have the right to terminate the agreement at any time.

Chairman Shaler expressed his concern about the legal responsibility and read Mr. Searson's opinion, conveyed at the request of the Committee, that under the provision of the Governance Statement, no substantive action could be taken on the proposal. Mr. Searson had opined that some areas dealt with by the proposed policy are the primary responsibility of the faculty and the policy would "radically alter the Governance Statement itself." Chairman Shaler expressed personal interest in the document. He added that there would be further involvement with them on the part of the administration and the Trustees, but that the legal technicalities required him to close the subject at that time.

Trustee Savini described the session as an educational experience and believed that the governance process may be used over the summer to move the policy forward if the Student Government Association (SGA) decides that is the correct procedure. He said the students have not been able to use the governance procedure effectively and that their items have not gone forward to the Trustees because of continual requests for reconsideration which have caused "misunderstanding, discontent, and distraught feelings." However, at the request of President Wood, they are considering the governance process as a route.

Chairman Shaler then turned to the group from whom he had received a recent request to appear before the Committee.

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He gave permission for them to tape the discussion from this point in the meeting. Having identified themselves as the Negotiating Team of the Student Action Committee, their spokeswoman, Ms. Mangan, read the list of nine demands of the Legislature and the Trustees and administration. Chairman Shaler noted that discussion of the first three demands would not be required as all present were supportive of them.

Turning to the remaining demands, Chairman Shaler inquired whether they had been explored in all possible ways at the campus level. Ms. Mangan replied that the results of the Town Meeting held at the University last Thursday show that the governance procedure is now working in the area of student input. She called for immediate dialogue with the Committee.

Chairman Shaler initiated discussion on the criticism of the governance document, asking whether the problem referred to resulted from the total document or only some specific part(s). Ms. Mangan replied that there is clearly a crisis situation and that, with the budget coming out next month, the 70-day provision does not give students the opportunity for input on the Trustee agenda which the bargaining table would. Ms. Mangan continued that the students have the resources but have not been able to get them through the established channels to the Board and now have these nine demands, supported by about 5,000 students.

Chairman Shaler interjected that only items having to do with student affairs should be discussed at this meeting. He pointed out the reference to University day care in demand six, stating that the Committee had discussed those particular problems extensively during the past year and has been trying to improve the program.

On invitation from Chairman Shaler, Mr. Keith conveyed President Wood's opinion that, although he is pleased that students are interested in the various budget issues, he would prefer that they work through the Student Senate and possibly develop their own budget committee to review revenues and expenditures of the campus; also, to work with the campus administration rather than trying to circumvent it by going directly to the Trustees.

Regarding the fifth demand for a complete statistical report on affirmative action, Ms. Gavin protested that she had experienced considerable difficulty in securing data and, in many instances, had been told they were not available. Vice Chancellor Gage suggested that she contact Mr. Fred Preston. Chairman Shaler agreed that, since the Trustees had already approved an Affirmative Action plan, the Committee could endorse the fifth demand.

Students directed the Committee's attention to demand nine regarding access to necessary information and records for a

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proposed cost/benefit analysis of the Campus Center fee by the Student Center for Educational Research. Mr. Keith asked whether the SCER has access to the information through the Student Governing Board. Ms. Gavin replied that it is only an advisory board and has been overruled by the Campus Center management numerous times; also, that those students who have tried to get information concerning financial matters have been consistently denied it. Testimony substantiating this statement was volunteered. Trustee Abrams questioned whether it would be helpful to ask the Director of the Campus Center to attend the next Committee meeting to discuss these matters. Chairman Shaler said he would like to report the issue to the full Board and seek an explanation, but he could not endorse the overall demands. On motion by Trustee Abrams, it was

VOTED: That an explanation be given the Committee, through the Chancellor, of the Campus Center's policy of withholding information, the nature of the information, and its accessibility, and that the Committee make its findings known.

Mr. Rivera then asked the Chairman that the students be informed of any results of their presentation at the meeting and said the team will now address itself to "higher levels" but expects to return to the Committee to continue discussion. He emphasized that they are seriously committed to their purpose and will pursue it in responsible ways. Mr. Keith congratulated the team on the responsible way it had presented its case to the Committee, thus evidencing their sincere interest in the future of the University.

The meeting was adjourned at 4:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

April 22, 1975; 10:00 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Troy, President Wood; Trustee Breyer, Mr. Callahan, representing Trustee Anrig; Ms. Flannery, representing Trustee Bicknell; Secretary Hardy; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Mr. Bischoff, Associate Provost; Professor Haim Gunner; Professor Seymour Shapiro

UM/Boston: Mr. Spaethling, Vice Chancellor for Academic Affairs and Provost; Professor Gagnon, Faculty Representative

UM/Worcester: Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost

UM/Boston Faculty Delegation: Professors James Broderick, Joan Liem, Richard Lyons, James Ryan, Reno Schiavo-Campo, and Nevin Weaver

The meeting was called to order at 10:10 a.m. Upon motion made and seconded, it was

VOTED: To enter executive session for the purpose of discussing specific tenure recommendations.

Tenure Appointments (Docs. T75-107, T75-108 and T75-088)

The executive session ended at 11:10 a.m., and the Chairman immediately recognized the President. President Wood addressed the matter of Tenure Appointments at UM/Amherst (Doc. T75-107), UM/Boston (Doc. T75-108), and UM/Worcester (Doc. T75-088). The President said he had summarized, in his memorandum to the Committee dated April 18, the basic criteria involved in appointments to tenure. The differences between the campuses, he said, had led to different patterns in the awards. He related that, at

Amherst, the Chancellor to date had recommended favorably on only 49 of the 67 positive recommendations emanating from the departments. The President had decided to appoint to tenure 46 of these, deferring one without prejudice until the tenure decision year and holding two for further information.

President Wood mentioned that additional information received from the campus regarding institutional need enabled him to make several positive decisions. He commended both Chancellor Bromery and Vice Chancellor Gluckstern on the thoroughness of their reviews.

Turning to the Boston campus, the President reported that Chancellor Golino had recommended all of the 23 positive recommendations emanating from the departments. The President was able, at this time, to appoint 16. Four had been remanded to the campus, one was deferred without prejudice until the tenure decision year, and more information had been requested in the case of two. He observed that institutional need had been a factor in only one of the candidates who were not appointed. In his decisions, said the President, he had been concerned about the strength of the campus's recommendations and the absence in some cases of evident satisfaction of traditional criteria.

President Wood said he had been concerned in reviewing the Boston recommendations about the lack of consideration of candidates in the context of the academic marketplace. He cited for the record in this connection an article in the Boston Globe of April 22, 1975, by Joel Larus about the bleak future of Social Science Ph.D. candidates. He also stated his serious concern that the opportunities of younger faculty members whose tenure decision years lie in the future not be sacrificed.

A table in the April 21, 1975, issue of the Chronicle of Higher Education had revealed, said the President, that while 57 percent of faculty at Massachusetts state institutions were tenured, the national average was 46 percent. This indicated the dilemma of reliance on quotas and percentages, and it suggested that increasing judgments would have to be made. Following these remarks, the President complimented Vice Chancellor Spaethling on his painstaking review and reiterated his compliments to his colleagues on the Amherst campus.

A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees concur in the President's appointments to tenure at the University of Massachusetts at Amherst, as contained in Doc. T75-107.

and it was

COMMITTEE

Tenure Appointments (Docs. T75-107, 108 and 088)

VOTED: To recommend that the Board of Trustees concur in the President's appointments to tenure at the University of Massachusetts at Boston, as contained in Doc. T75-108.

There was no discussion of the Worcester appointments since they had been fully discussed at the March meeting of the Committee. Accordingly it was moved, seconded, and

VOTED: To recommend that the Board of Trustees concur in the President's appointments to tenure at the University of Massachusetts at Worcester, as contained in Doc. T75-088.

UM/Amherst--Naming of Gilbert Woodside Professorship of Zoology (Doc. T75-120)

Next was the matter of the Naming of the Gilbert Woodside Professorship of Zoology at UM/Amherst (Doc. T75-120). The Chairman recognized Professor Seymour Shapiro of the Amherst campus. Professor Shapiro cited the custom of creating named professorships, and said the zoology faculty had been asked for their recommendation for a named chair. They had strongly recommended the name of Gilbert L. Woodside, a retired professor, whose services to the University had been great. There was further brief discussion, and it was moved, seconded, and

VOTED: To recommend that the Board of Trustees establish the Gilbert L. Woodside Professorship of Zoology at the University of Massachusetts at Amherst as described in Doc. T75-120.

UM/Amherst--New Appointments with Tenure (Docs. T75-109, 119, 116, 110, and 106)

The next item on the agenda was the matter of five New Appointments with Tenure at UM/Amherst (Docs. T75-109, T75-119, T75-116, T75-110, T75-106). Vice President Lynton began the discussion, stating that in view of the economic conditions and the tenure percentages alluded to earlier in the meeting by the President, new appointments should generally be made at the untenured level, with as low a salary as possible. At the same time, said Mr. Lynton, this should limit but not eliminate the possibility of making a few strategic appointments which might significantly strengthen or change the direction of a department.

All of the appointments in the Amherst group, he said, were within the framework of contingency measures being taken in order to meet certain budgetary circumstances for the coming year. He added that the appointments represent an appropriate strategy of mixing a few carefully chosen senior appointments with junior appointments.

Chairman Troy recognized Vice Chancellor Gluckstern, who said he wished to add some general remarks about the need for these appointments at a time of austerity in the University. He said the campus was aware of the fiscal difficulties facing the

University and said it had been the policy to wait for the fiscal picture to clear somewhat, but pointed out that faculty recruitment decisions must be carried out considerably in advance of resource availability, therefore making some risks necessary.

The process followed with regard to the proposed appointments was to analyze the possible budget levels for FY76, said Mr. Gluckstern, and then, with the knowledge of the needs of the departments, schools, and colleges, set targets for a series of salary budget reductions. These figures had been given to each of the deans as the amounts by which their budget levels would have to be reduced in FY76, along with the question of what effect this would have on their programs.

He added that it had been felt, under the circumstances, that the number of offers which would be made and the additional amount of money that would be committed in this way was sufficiently small that the impact on qualitative development and morale of the campus would justify the effort to make a few outstanding appointments. There had been enthusiastic support among the faculty for making these appointments, which will bring distinction to the Departments and the University.

Mr. Gluckstern also pointed out that two of the appointees were of such scholarly distinction that they would bring considerable grant support to the University.

After further discussion of the distinction and prospective contributions of the specific individuals, a motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. Andy B. Anderson as Associate Professor of Sociology at the University of Massachusetts at Amherst, as set forth in Doc. T75-109.

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. Vincent Dethier as Gilbert L. Woodside Professor of Zoology at the University of Massachusetts at Amherst, as set forth in Doc. T75-119.

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. Paul R. Halmos as George Birkhoff Professor of Mathematics at the University of Massachusetts at Amherst, as set forth in Doc. T75-116.

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New Appointments with Tenure (Docs. T75-109, 119, 116, 110 & 106)

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. Donald W. Katzner as Professor of Economics at the University of Massachusetts at Amherst, as set forth in Doc. T75-110.

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. John R. VanRyzin as Professor of Mathematics and Statistics at the University of Massachusetts at Amherst, as set forth in Doc. T75-106.

UM/Boston--New Appointment with Tenure (Doc. T75-111)

The Chairman turned to a proposed New Appointment with Tenure at UM/Boston (Doc. T75-111). Vice Chancellor Spaethling said the appointment would be the culmination of a two-year search for the right person to fill an important role in the field of anthropology. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur in the President's appointment with tenure of Dr. Frederick C. Gamst as Professor of Anthropology at the University of Massachusetts at Boston, as set forth in Doc. T75-111.

UM/Boston--Communication from Faculties

Chairman Troy then moved to item ten on the agenda, Communication from the Faculties of UM/Boston. The Chairman recognized the delegation, members of which spoke in turn about concerns which had led to a resolution passed by the faculties on the subject of personnel decisions. Professor Reno Schiavo-Campo introduced the delegation and gave an overview. Citing the resolution and President Wood's letter in response to it, Professor Richard Lyons described the faculty's concern that the principle of rare and carefully explained reversals of faculty personnel decisions by administration was eroding. He said the faculty believed that it exercised principal, as well as primary, responsibility in this area and that the essential faculty personnel decisions should be made by the faculty. He expressed agreement with the necessity of more stringent review, but feared the burden for decisons would fall increasingly on the administration.

Professor James Broderick said it was the feeling among the faculty that the levels of administrative review had been collapsed. He said the criterion of institutional need in personnel decisions should not be invoked on the basis of the campus five-year plans without a statement of general guidelines.

Professor Reno Schiavo-Campo said that even if one were to agree with the validity of the institutional need criterion, there was a serious question about whether the campus's long-range plans could be used to apply it before they are approved by the Trustees. He observed that the departments, colleges, and campus

as a whole were uncertain if the long-range plans should be put into effect since they had had no official response from the President or Trustees on the plans. If nothing is heard on the plans submitted, he asked, should the campus take them as accepted?

Professor Joan Liem reported faculty concern that the institutional need criterion constituted a tenure quota system; she added that they hoped it did not. She also reported a concern about the use of a tenure quota system outside the departmental level.

Mr. Spaethling said he felt this delegation not to be hostile, but merely to be expressing a concern. This concern, he said, was due to the special difficulties experienced this year for the first time on the Boston campus in regard to personnel decisions. In the past, he observed, the continuous growth of the campus made this year's degree of stringent decision-making less necessary, since new faculty could always be added. This stringency was clearly necessary now, he said, and the faculty could come to see "primary responsibility" as a responsibility instead of a privilege if it knew how to proceed from one level to another.

President Wood observed that two points were at issue--communication and substance. He said communication is critical and he welcomed the delegation's expression of concern. He had met with deans and had pointed to statements he had made about the relationship of the five-year plans to personnel decisions, and about implementation of the Trustee vote of 1972 on institutional need. He added that he would be most willing to elaborate in the interest of continued communication.

As to the substance of the issue, the President said, he was struck by the differences in pattern between the departmental recommendations on the Boston and Amherst campuses. He had been constrained to remand several cases to the Boston campus, while none to the Amherst campus. He also pointed out that institutional need had been a factor in only one of the Boston cases. He reiterated his concern about the quality of the Boston departmental recommendations, and said he could not find enough evidence that the departments were aware of the costs of their recommendations in terms of lost opportunities.

The President said he was concerned about equity between tenure awards and the possibility of high-quality future appointments, as well as the effect of tenure decisions on the future opportunities of younger faculty members.

Several members of the delegation also expressed concern that the faculty have adequate time to review the personnel policies document before Trustee action, but in time for the 1976 tenure decisions. Chairman Troy thanked the delegation and said the members of the Committee would consider its presentation thoughtfully.

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UM/Worcester--Establishment of a Department of Radiology (Doc. T75-112)

The next item on the agenda was the Establishment of a Department of Radiology at UM/Worcester (Doc. T75-112). As an overview of the proposal, Vice President Lynton informed the Committee that a comprehensive plan for Medical School departments was still under review, but that Radiology was an essential department for the opening of the teaching hospital. Acting Dean Butcher pointed out to the Committee that this was to be a diagnostic department, not involved with radiation therapy. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees establish a Department of Radiology at the University of Massachusetts Medical School, as described in Doc. T75-112.

UM/Worcester--Establishment of a Department of Nuclear Medicine (Doc. T75-113)

The Chairman directed the Committee's attention to a related item, the Establishment of a Department of Nuclear Medicine at UM/Worcester (Doc. T75-113). Acting Dean Butcher said the department would serve a bridging function between the Departments of Medicine and Radiology, and would interface with both. He reiterated that this department was also not to be involved with radiation therapy except in a single, limited sense, but was concerned mainly with identification of tumors. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees establish a Department of Nuclear Medicine at the University of Massachusetts Medical School, as described in Doc. T75-113.

UM/Worcester--New Appointments with Tenure (Docs. T75-114 and 115)

The next item of business was that of two New Appointments with Tenure at UM/Worcester (Docs. T75-114, T75-115). After a brief presentation and discussion of the role and qualifications of the individuals, upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the President's appointment with tenure of Dr. Lloyd E. Hawes as Professor of Radiology at the University of Massachusetts Medical School, as described in Doc. T75-114.

and it was

VOTED: To recommend that the Board of Trustees concur in the President's appointment with tenure of Dr. Arthur A. Like as Professor of Pathology at the University of Massachusetts Medical School, as described in Doc. T75-115.

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UM/Amherst--
Establishment
of a Degree in
Environmental
Sciences
(Doc. T75-105)

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Chairman Troy turned to the matter of the proposed Establishment of a Degree in Environmental Sciences at UM/Amherst (Doc. T75-105). Professor Gunner said the program existed without a formal designation. He said it would be small: about forty or fifty students. A short discussion ensued about specific plans and requirements, after which a motion was made and seconded, and

VOTED: To recommend that the Board of Trustees establish a Bachelor of Science Degree in Environmental Sciences at the University of Massachusetts at Amherst, as described in Doc. T75-105.

Approval of
Spring
Graduation Lists

Finally, the meeting turned to the Approval of Spring Graduation Lists. After a motion was made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the undergraduate, graduate and Division of Continuing Education degrees to be awarded by UM/Amherst on May 31, 1975, by the Stockbridge School of Agriculture at UM/Amherst on May 30, 1975, by UM/Boston on May 29, 1975, and by UM/Worcester on May 24, 1975, subject to the completion of course and other requirements and final certification by the Registrar at each campus.

There was no other business to come before the Committee, and the meeting was adjourned at 1:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

April 22, 1975; 4:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees Robertson, Rowland, Spiller, Secretary Hardy, Treasurer Johnson; Ms. Eichel, recorder

Administrators, Faculty, Staff and Invited Guests:

Office of the President: Mr. Gartenberg, Budget Director; Mr. Lewis, Staff Assistant, Office of the Budget; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery, Mr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director

UM/Boston: Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Director, Budget and Control

UM/Worcester: Mr. Cathey, Controller; Dr. Goodman, Chairman, Department of Physiology

The meeting was called to order by Chairman Gordon at 4:12 p.m.

UM/Amherst--Married Students Housing Petition

At the request of the Chairman, Chancellor Bromery reported on the status of the petition of the University of Massachusetts Tenants Association for a rollback on rents for the current academic year. Chancellor Bromery said the UMTA had met with Vice Chancellor Gage, Mr. Forsyth, Assistant to the Chancellor, and representatives of the Office of Residential Life in response to the request of the Board of Trustees. The administration and the students, he said, came to a tentative agreement in which the students agreed to turn over to the University the money now in escrow and not to demand the rent rollback, in return for which the University agreed to explore the possibility of cooperative management of the married students housing units. To this end, a statement of understanding was signed by both parties.

Chancellor Bromery said that the agreement between the administration and the students precluded the need for a meeting between the students and the Trustee Committees on Finance and Student Affairs. Chairman Gordon expressed concern that the

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UM/Amherst--
Married Students
Housing Petition
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Trustees not break faith with the students, with whom they had promised to meet, and the Chancellor agreed to ask the UMTA for a written statement that they no longer wished to meet with the Trustees on this matter.

On motion made and seconded, it was

VOTED: To receive the April 16, 1975, progress report from Dr. Gage, Vice Chancellor for Student Affairs, regarding the negotiations between the UM/Amherst administration and the University of Massachusetts Tenants Association as an information item only, with the understanding that any proposal resulting from the Statement of Understanding (April 14, 1975), would be examined by the University Counsel before presentation to the Board of Trustees.

On motion made and seconded, the Committee at 4:20 p.m.

VOTED: To go into executive session to discuss the audit of the School of Education with representatives of the firm of Coopers & Lybrand, which has been retained to complete an independent audit of the School.

At 4:50 p.m. the Committee concluded the executive session.

Agreement with
Coopers &
Lybrand,
Auditors

President Wood told the Committee that three meetings had been held with representatives of Coopers & Lybrand regarding the external audit of the School of Education and that a contract proposal had been signed authorizing the following:

The auditors will perform their work in two phases. Under Phase I they will develop an understanding of grant and contract accounting at the University, flow chart their understanding of the systems and procedures, confirm their understanding by selecting transactions and testing through key financial and operational control points in the system, and issue a report of their findings and their recommendations for improvement. This phase is estimated to require eleven man weeks of time by the staff of Coopers & Lybrand. Under Phase II, the auditors will test all contracts and grants of the School of Education originating during FY 1973 and FY 1974, and test all grants and contracts originating in FY 1970, FY 1971, and FY 1972 whose principal investigators were different from those tested in FY 1973 and FY 1974. This phase is estimated to require twenty-five man weeks of time by the staff of Coopers & Lybrand.

On motion made and seconded, it was

COMMITTEE

Agreement with Coopers & Lybrand

VOTED: To recommend to the Board of Trustees that it ratify and approve the action of the President in negotiating a contract between the University and Coopers & Lybrand, Auditors, as set forth in the Agreement dated April 11, 1975.

Amendment to Tuition Waiver Policies (Doc. T75-075B) Foreign Student Tuition Waivers (Doc. T75-117)

The Chairman then turned to the agenda item dealing with a proposed amendment to the Tuition Waiver Policies (Doc. T75-075B) as set forth in Foreign Student Tuition Waivers (Doc. T75-117). At Chairman Gordon's request, Secretary Hardy reviewed the history of this item, saying that at the time the Board of Trustees voted to adopt the tuition waiver policies, Chancellor Golino had raised a question of equity with regard to the allotment of tuition waivers to foreign students on the Boston campus as contrasted with those on the Amherst campus. The Chancellor had subsequently submitted a proposal to the President's Office, which was also discussed with the Chancellor at UM/Amherst, amending the policy as it affects foreign students on both campuses.

A brief discussion ensued as to the intent of the amendment. Mr. Hamilton said that since the total number of foreign students at UM/Boston is small, a stipulation that awards be made to only ten percent of the foreign students puts the Boston campus at a disadvantage. Therefore, if the number of foreign students enrolled is fewer than 200, the amendment would enable the campus to have as many as 20 foreign student tuition waivers. After various suggestions with regard to clarifying this point in the vote, it was moved, seconded, and

VOTED: To recommend to the Board of Trustees that the University's Tuition Waiver Policies as set forth in Trustee Document T75-075B be amended by inserting a new section 3.2 to read, in its entirety, as follows:

3.2 Foreign Students

A tuition waiver for foreign students is an appropriate method of encouraging and enabling foreign students to attend the University. Emphasis should be placed on students from geographic areas currently underrepresented at the University in order to encourage cross-cultural academic interchange at the University. These tuition waivers are to be awarded on the basis of financial need and are authorized up to a maximum of ten percent of the total number of foreign students attending the granting campus, to be allotted either to foreign graduate or undergraduate students in direct proportion to their representation on the granting campus; provided, however, if the total number of foreign students enrolled on the granting campus is 200 or less, the maximum number of tuition waivers may be twenty.

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Ohio Land Sale

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

At the request of the Chairman, Counsel Searson introduced discussion with regard to the recent request by Nationwide Development Company to amend the original agreement for sale of the land in Ohio held by the University under the Murray D. Lincoln Trust.

Since the Committee had last met, he said, the Treasurer and he had met with representatives from Nationwide to discuss the proposed amendment. Mr. Searson said the original agreement had been for the sale of both parcels of land as one package. Currently, Nationwide is proposing that the package be split, with the sale of Parcel I at this time, and the sale of Parcel II at such time as multi-zoning is obtained.

He enumerated the various changes from the original agreement and indicated the advantages and disadvantages of accepting Nationwide's proposed amendment. A recent survey, he said, has indicated variances in the acreage of the two parcels, resulting in a net decrease in acreage of two acres. Nationwide does not wish to change the total selling price, but does want the option of canceling the agreement to purchase Parcel II in the event that zoning for multi-family housing is not successful.

Chairman Gordon asked that copies of the recent survey be provided to the Committee. Trustee Spiller suggested that President Wood and counsel proceed informally to determine the current market value of these parcels of land. The Chairman proposed that no action be taken by the Committee at this time.

State System of Advances for Payroll Accounts

Chairman Gordon asked Treasurer Johnson to speak to the subject of the new state system of advances for payroll accounts, which is to go into effect in July. He said that this system creates many problems for the University because of the way the account is set up with the bank and the way in which the University computer is programmed. He said that currently employees who are paid from several sources of funds receive one paycheck for the total amount. This will no longer be possible. The New England Merchants Bank has been designated by the Commonwealth as the bank in which money for the University payroll will be deposited. This will cause some inconvenience to the many employees at UM/Amherst. This system will also result in a loss of considerable interest, since the University will no longer be able to keep the money in interest-bearing accounts and manage its own transactions.

Trustee Spiller asked if the University had ever considered paying its employees on a bi-weekly basis. He said this would effect a substantial savings.

Treasurer Johnson said he expected to present a proposal for changes in the University's accounting procedures which will allow implementation of the state's plan before the July 1 deadline.

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Report of
Investment
Counsel

COMMITTEE

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Chairman Gordon asked Treasurer Johnson to invite Mr. John Wood of Standish, Ayer & Wood, Investment Counselors, to report on University investments at the May meeting of the Committee. Treasurer Johnson informed the Committee that Joseph Albert has put a binder on the proposed general liability insurance coverage as of April 1 and that Counsel O'Leary is currently reviewing the policy. Negotiations are underway on additional coverage.

Secretary Hardy announced that in May the Finance Committee will meet jointly with the Committee on the Budget to discuss fee-based budgets of the campuses. Chairman Gordon requested that the Finance Committee meet at 10:00 a.m. on May 27, to be joined by the Committee on the Budget at 1:00 p.m.

There being no further business, the meeting adjourned at 5:52 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

May 7, 1975; 11:00 a.m.

COMMITTEE

Medical Science Building, Room CC-114
University of Massachusetts/Worcester

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Carlson, Croce, Gordon, Knowles, Rowland, Shaler, Troy, Weldon; Mr. Callahan, representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Assistant Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Keith, Associate Vice President for University Policy

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Professor Shapiro, Acting Dean of the College of Natural Science and Mathematics

UM/Boston: Chancellor Golino

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Wheeler, Hospital Chief of Staff

The meeting was convened at 11:05 a.m. Chairman Healey called upon President Wood, who asked Vice President Lynton to address himself to the Progress Report on the Proposed Academic Personnel Policy (Doc. T75-125). Filling in the Trustees on the background of the proposal, Mr. Lynton recalled that an ad hoc multi-campus committee had been appointed by the President a year and a half before to draft a personnel policy which would take into account the multi-campus nature of the University. The Committee had spent more than forty hours devising the first draft, which was transmitted to the President, thence to the campuses. A substantial review by the Amherst campus and an initial response from Boston have resulted in numerous amendments which had been incorporated into the draft which would be submitted to the Committee on Faculty and Educational Policy on May 13.

Progress Report on Proposed Academic Personnel Policy (Doc. T75-125)

Mr. Lynton said there had been an unfortunate delay in distribution of the draft on the Boston campus, and this had brought

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about a dilemma: the Amherst campus was agreed on the need for the policy and felt ready for the present draft to be acted upon and implemented for next year's personnel actions, while the Boston campus felt further study by members of its faculty was necessary before the policy could be properly submitted to the Trustees.

Progress Report on Proposed Academic Personnel Policy (Doc. T75-125)

Mr. Lynton said compromise had been discussed at a meeting between the President and representatives of the faculties of both campuses. The policy would be presented to the Trustees for approval for one year, after which the Trustees would need to vote again on the Personnel Policy and at that time amendments could be proposed if dissatisfactions remained. Mr. Lynton assured the Chairman that everyone at the meeting believed this to be the fairest approach. Mr. Lynton explained that the Committee on Faculty and Educational Policy would be dealing with this policy at its next meeting and if it should recommend action to the Board, the Executive Committee would then have to vote the policy at the June Committee meeting.

Next came a request for a Special Delegation of Authority for UM/Amherst. The President explained that this was an authorization to Chancellor Bromery to be signator of a technical assistance agreement between UM/Amherst and the Government of Ecuador. Upon motion made and seconded, it was

UM/Amherst--Delegation of Authority

VOTED: To recommend that the Board of Trustees authorize Chancellor Randolph W. Bromery or his designee to execute all necessary contracts and documents for and in behalf of the University of Massachusetts, through its School of Education, with the Government of Ecuador; to thereby continue the program whereby the University of Massachusetts will use its efforts to render technical advice and assistance to the Government of Ecuador for the purpose of developing effective methods and materials to create sequential systems of nonformal education and for related purposes all as set forth in the contract to be signed between the said parties dated in May 1975, a copy of which contract shall be on file with the Office of the Treasurer, University of Massachusetts. Said contract term shall be from May 1, 1975, to March 31, 1976.

The next matter was proposed Classification of Position Titles at UM/Worcester (Doc. T75-127). Mr. Stockwell explained that the two position classifications--Chief Clinical Laboratory Technician and Supervising Nuclear Laboratory Technician--were essential to the scheduled opening of the teaching hospital. Upon motion made and seconded, it was

UM/Worcester--Classification of Position Titles (Doc. T75-127)

VOTED: To recommend that the Board of Trustees approve the Classification of Position Titles, UM/Worcester, as contained in Doc. T75-127.

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Executive Session

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Personnel Actions (Docs. T75-123, 124 and 128)

Honorary Degrees

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Upon motion made and seconded, it was

VOTED: To enter executive session to discuss personnel actions and honorary degrees.

After the executive session, motions were made and seconded, and it was

VOTED: To recommend that the Board of Trustees confirm and approve the Personnel Actions as contained in Trustee Document T75-123.

VOTED: To recommend that the Board of Trustees confirm and approve the Personnel Action, UM/Worcester, as contained in Trustee Document T75-124.

VOTED: To recommend that the Board of Trustees confirm and approve the salary adjustment, President's Office, as contained in Trustee Document T75-128.

and it was

VOTED: To recommend that the Board of Trustees confirm the additional candidate for an Honorary Degree to be awarded at the UM/Amherst 1975 Commencement as agreed upon in Executive Session of the Executive Committee of this date and instruct the Chancellor of the campus to proceed with necessary arragements.

The meeting was adjourned at 12:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

May 7, 1975; 12:30 p.m.

Medical Sciences Building, Room SF1-6
University of Massachusetts at Worcester

PRESENT: Trustees and Trustee Staff: Chairman Carlson; Trustees Breyer, Croce, Gordon, Savini, Troy; Mr. Mehegan, recorder

Office of the President: Mr. Gartenberg, Budget Director; Mrs. Hanson, Assistant Budget Director

The meeting was convened at 12:40 p.m. Chairman Carlson explained that the meeting was made necessary by a lack of a quorum at the Committee's regularly scheduled meeting on April 16. In order for the Committee to make its recommendations to the full Board of Trustees later in the afternoon, it would be necessary to consider the two votes which could not be taken at the earlier meeting.

UM/Amherst--Adjustments to FY 75 Operating Budget (Doc. T75-103)

The first item was the proposed Adjustments to FY 75 Operating Budget (Doc. T75-103) at UM/Amherst. Chairman Carlson explained the proposal, which had been fully discussed at the earlier meeting of the Committee. Upon a motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the revised operating budget for the Amherst campus as set forth in Doc. T75-103.

Trust Fund Interest Request for Fund Allocation from Reserves (Doc. T75-104)

The second item of business was a Trust Fund Interest Request for Fund Allocation from Reserves (Doc. T75-104). The Chairman again recapitulated the discussion at the April meeting. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees approve the transfer of funds from the Trustee Reserve Account to the Trust Fund Interest Account for the purposes outlined in Doc. T75-104 in the amount of $49,000.

This completed the necessary business, and the meeting was adjourned at 12:50 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

May 7, 1975; 12:30 p.m.

Room SF1-6
Medical Sciences Building
University of Massachusetts/Worcester

PRESENT: Trustees and Trustee Staff: Chairman Knowles, President Wood; Trustees Clark, Eddy, Haigis, Shearer, Treasurer Johnson, Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Vice President Robinson

UM/Amherst: Chancellor Bromery; Mr. Littlefield, Director of Planning

The meeting was called to order at 12:40 p.m. by Chairman Knowles, who said that her principal reason for calling the meeting was to alert the Committee to activity in Bristol County with regard to the John F. Kennedy Library site. She said that to encourage the trustees of the Kennedy Corporation to consider a site in the area, the Bristol County Development Council had adopted a formal resolution of endorsement, which had been circulated in its newsletter. The resolution, which Chairman Knowles read, indicated that the Council would support a joint effort by Southern Massachusetts University and Battleship Cove to locate the Library and/or Museum in Bristol County.

Chairman Knowles said she had asked for a list of the advantages and disadvantages of providing a site for the library complex at UM/Amherst or UM/Boston from the viewpoint of the University and from the viewpoint of the Kennedy Corporation in order to be sure that Committee members were fully informed.

President Wood indicated that the work of the Kennedy Corporation staff had been so extensive and so sophisticated that he thought the seriousness of their interest in both UMass sites was beyond question. He stated that the University had no preference for one University site over the other. Trustee Clark asked that an additional item be added to the list of advantages for the UM/Boston site--that of the strong faculty support indicated by the number of signatures affixed to a petition for the Library circulated on the campus. Vice President Robinson agreed to add this to the list.

Chairman Knowles asked if a further action by the Board of Trustees was needed in order to invite the location of the

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Library on a University site. Mr. Littlefield, in response to this query, commented that the Kennedy Corporation was well aware of the desire of the University to house the complex, and that the concern of the Corporation had been to determine if the surrounding communities were also in support of location of the Library in their area.

It was the consensus of the Committee that no action need be taken. There being no other business before the Committee, the meeting adjourned at 1:00 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
FACULTY AND EDUCATIONAL POLICY

May 13, 1975; 11:00 a.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Troy, President Wood; Trustees Breyer, Snowden; Mr. Callahan, representing Trustee Anrig; Secretary Hardy, Mr. Mehegan, recorder

Administration, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Wolfman, Assistant Vice President for Academic Programs; Ms. Crosson, Staff Associate for Academic Affairs; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President

UM/Amherst: Chancellor Bromery; Mr. Gluckstern, Special Executive Assistant to the Chancellor for Academic Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Booth, Secretary of the Faculty Senate; Professor Fletcher, Faculty Representative; Professor Maki, member of the Ad Hoc Personnel Policies Committee

UM/Boston: Chancellor Golino; Mr. Spaethling, Vice Chancellor for Academic Affairs and Provost; Mr. Babcock, Executive Assistant Chancellor; Dean Freeland; Professor Gagnon, Faculty Representative; Professor Katz; Professor Schiavo-Campo, Faculty Co-Chairperson of the Assembly; Professor Wolozin, member of the Ad Hoc Personnel Policies Committee

UM/Worcester: Dr. Goodman, Dr. Saunders, member of the Ad Hoc Personnel Policies Committee

Guest: Kelvin Abron, Student Intern from Jeremiah E. Burke High School, Boston

UM/Boston--
B.A. Degree in
Black Studies
and Creation of
Black Studies on
Boston Campus
(Doc. T75-126)

The meeting was convened at 11:05 a.m. Chairman Troy informed all present that the first matter to be considered would be item two on the agenda, a proposed B.A. Degree in Black Studies and Creation of Black Studies Department on the Boston Campus (Doc. T75-126). Vice Chancellor Spaethling briefed the Committee on the proposal, explaining that there was already an Afro-American Studies Program on the Boston campus. He had been concerned with

seeing this program develop academic strength and a meaningful curriculum in order to attract highly qualified faculty. Without departmental status, he pointed out, the program could not make appointments and had to depend on faculty from other departments on "release time." This was a problem, he said, because of the current fiscal circumstances. He also observed that such persons could not give all of their time to the program.

Mr. Spaethling continued that he had been concerned with the academic viability of the program, and said the only way to strengthen the weaker areas of the program and thus to strengthen its faculty recruitment was to give it departmental status. In his view, he said, the department should not be only for black students but should be an important field in its own right, akin to other ethnic and racial fields. He added that the changed status would have the effect of expanding the effectiveness of the four full-time faculty members in the program, because they would no longer have to give service to other departments.

Trustee Snowden expressed her strong support of the proposal, saying that she had long hoped it could be brought to a reality. She said she saw a strong program as a high priority, in addition to a highly qualified faculty. It was therefore moved, seconded, and

VOTED: To recommend that the Board of Trustees establish a B.A. Degree in Black Studies and a Department of Black Studies at the University of Massachusetts at Boston, as described in Doc. T75-126.

UM/Boston--Progress Report on College IV

The next item was a Progress Report on the College of Professional Studies at UM/Boston. Dean Freeland reviewed for the Committee the history of the College, citing dates on which development phases were approved. In the past year, he said, eight faculty had been hired, including three with tenure, but regrettably one of the tenured appointments (Shirley Arbesfeld) did not accept the offer. Responding to the desire of the President and the Trustees for inter-institutional cooperation, he and his staff had contacted all the business schools in the area. The contacts had been encouraging, he added, especially that with Northeastern University to which we have suggested contractual arrangements to provide certain courses for College IV students.

Chairman Troy asked about the cost of such arrangements, and Dean Freeland replied that it was less expensive to send students to Northeastern University to take courses than to appoint full-time faculty. He also said there had been no formal reply from Northeastern to the cooperative proposal, but said he was optimistic that it would be the first of several successful liaisons.

The Dean reported that the goal was for 250 students for the opening of the College in September, 1975. One thousand to

eleven hundred applications had been received, two hundred of which were from UM/Boston students who want to transfer to College IV. He added that the freshman class had been accepted and that they are able to start in September as planned.

Dean Freeland set forth four central objectives of the College: (a) To achieve a balance between liberal arts and professional studies; (b) To prepare students for a variety of institutional settings; (c) To achieve a balance between specialized training and general management skills; and (d) To lay great stress on the importance of practical experience for students and the involvement of practitioners in the program.

June, 1976 would be the beginning of a two-year experimental period, he said, during which the college would try to remain uncommitted as to its subsequent directions. And during this time, the College would strive to avoid repetition of programs of Colleges I and II, which would supply the liberal arts and science components of the program.

Trustee Snowden remarked that the program sounded like a happy marriage between the academic and service functions. She said she was aware of a great need for persons with management skills in nonprofit institutions, many of whom need remedial help before they can be effective in that setting. Dean Freeland described other service efforts, including a "triangular" arrangement being developed between UM/Boston, industry and the high school where students are identified to participate in this program, which could lead to jobs for those who successfully complete it.

He added that another high priority area of his planning was to encourage the development of a minor in management in Colleges I and II. Mr. Schiavo-Campo added that discussions about cooperative arrangements between the economics department in Colleges I and IV were under way.

There was further discussion, after which Mr. Spaethling said that Dean Freeland deserved much credit for his efforts and successes. He made the added point that the liberal arts component of the College needs careful study and close monitoring for the sake of proper cohesiveness in the context of campus programs. The Chairman agreed.

Academic Personnel Policies (Doc. T75-125)

Chairman Troy then directed the Trustees to the final item on the agenda, the proposed Academic Personnel Policies (Doc. T75-125). The President began discussion of this matter, describing the Personnel Policies document as a University-wide effort on a significant subject. He complimented Professor John Maki for his leadership as well as the other members of the Ad Hoc Multicampus Personnel Policies Committee, several of whom were present.

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Personnel
Policies
(Doc. T75-125)

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There could be no doubt, he said, of the importance of the action which the Committee was being asked to take, as suggested by the supportive letters of the Chancellors. He said the University was moving from a period when the consensus which had existed about the meaning and direction of academic life had allowed a spontaneous regulation of faculty relationships to a period when law, rights, and privileges were becoming increasingly important. For this reason, this attempt to regularize the character of professional life is enormously important.

President Wood explained that the proposal before the Committee represented an effort to accept the substance of the document, to acknowledge the calendar differences between the campuses and to acknowledge the reality of the situation with respect to collective bargaining.

What was being asked, said the President, was adoption of the policy on a provisional basis, while maintaining an understanding of the calendar of the Boston campus and of the needs of the Amherst campus. Finally, the President mentioned that Counsel Searson had reviewed the document and would be outlining his concerns and questions.

At this point, the Chairman called upon Vice President Lynton to give a background review of the Committee's effort. Mr. Lynton observed that the Committee had worked for sixty meeting hours to devise the document. He praised the work of Ms. Pat Crosson, without whose help, he said, there could not have been a document.

Mr. Lynton said the purpose of the document was to give both faculty and the institution protection, while relating it to the University Governance Statement. The most difficult issue was that of adjectives; the Committee had striven to avoid vagueness, but had agreed that some phrases which had acquired symbolic meaning of transcendant significance should be included.

There was work left to do, he said: there were major gaps in the issues of grievance, dismissal, the role of part-time faculty, and leave policy which would have to be addressed. But these articles (Articles I-VI which constituted Doc. T75-125) represented the essential elements needed for the regular personnel action during the coming academic year.

The Chairman recognized Chancellor Bromery of the Amherst campus, who observed that many additional hours of work by Professor Maki and the faculty had taken place on the Amherst campus in addition to the sixty meeting hours. He said it had been discussed several times in depth by the Faculty Senate, for which Professor Booth deserved much credit. The Chancellor affirmed the need for the policies this year, despite its present state of imperfection, and added that there was probably no faculty member on the campus

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who did not know about the policy in detail.

The President cited his earlier remark that Counsel Searson had reservations about some of the language used in the document, and he asked Mr. Searson to verbalize a few of these instances so that the members of the Personnel Policies Committee could get a sense of the legal implications of what may be established academic terminology.

Mr. Searson's first point was the vagueness he saw in the language "full, fair, and impartial consideration of the evidence" as it related to consideration of personnel decisions. He felt these words to be subject to differing interpretation, and suggested that nothing would be lost in eliminating them. Two members of the Personnel Policies Committee disagreed, saying that the terminology had meaning to faculty members and arguing that it remained for the campuses to flesh out ways for the policies to be applied.

Mr. Searson then cited the statement that faculty personnel recommendations would be reversed by the President only in "rare cases and upon compelling reasons stated in detail." The problem with this, he said, was that it tended to controvert the appointing authority granted by the Legislature to the Trustees and subsequently delegated to the President. There were several conflicting views on the legal issues surrounding delegation of authority, and it was pointed out that the document does contain specific reference to the limitation on delegation of authority to administrative officials, and to Board approval. Mr. Searson said he was also concerned about the language of rare and compelling with respect to potential grievances. The standard of "compelling" could be interpreted differently by different groups and give rise to many grievances.

Following a few attempts at measuring the meaning of the words "rare and compelling," Professor Maki pointed out that the discussion itself provided a good example of why this document is so important, because without a policy, the interpretation of the words--full, fair, impartial, rare, compelling--are all points of contention. A policy would improve the implementation of personnel actions, he said. Chairman Troy asked Mr. Searson to prepare a memo for the Executive Committee, which would have to consider the document before it was sent to the full Board, addressing the question of whether the present ambiguities of language could so tie up the personnel process that the policy would become unworkable.

A third concern of Mr. Searson was the provision that an aggrieved faculty member could examine his personnel file. He observed that no Trustee policy authorized a faculty member to see his own file. The proposed policy document provides that the faculty member supply the materials for the file, that

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recommendations of committees and administrative officers become part of the file and that copies of such recommendations be forwarded to the faculty member, and the file may include letters of recommendation. There followed a discussion about what constituted a personnel file, and about which items should or should not be kept confidential.

The meeting was recessed at 1:00 p.m. for lunch, and reconvened at 1:30 p.m. The Chairman initiated a page-by-page survey of the document, asking anyone present to mention possible amendments or problems. The following questions were raised:

Mr. Searson suggested that Article I, Section 1.4, "Probationary Period," be amended to read: ". . .without being awarded tenure, not including a terminal appointment subject to Section 6.2f."

Trustee Breyer questioned whether Article III, Section 3.5 (b) was explicit enough in setting up the College or School Personnel Committee as primarily faculty or primarily administrative in emphasis.

Mr. Babcock observed that the last sentence of Article III, Section 3.13 (c) was redundant. The Chairman agreed that there seemed to be considerable redundancy in the document.

The Chairman suggested that the phrase "equivalent professional experience" in Article IV, Section 4.4 (b) might be too vague.

With regard to Article IV, Section 4.12 (d), it was suggested that this should contain the word "salaried" after the words "full-time" in order to clarify the issue for Medical School faculty. It was also felt that this section is not intended to apply to adjunct professors whose principal responsibilities are administrative, such as the director of the Mental Health Center on the Amherst campus who is also an adjunct professor of psychology. It was agreed that those whose titles are essentially honorific should not be included in this provision.

The Chairman expressed the view that the phrase "reasonable assurance" in Article IV, Section 4.10 (b) might be too weak. The same point was made about Article IV, Section 4.14 (a).

Professor Schiavo-Campo suggested that Article IV, Section 4.14 (b) specify that the individual, not only the project, was intended to return to the University after a sabbatical leave.

With respect to Article V, Section 5.1 (d), several questions were raised about the probationary period and the timing of personnel reviews and decisions. Dean Alfange noted that the requirement for at least a two-year appointment or reappointment

leading to the TDY, plus the right to be considered for tenure if given an appointment into the TDY limited some of the flexibility currently enjoyed by the campuses. Chairman Troy suggested that these provisions might be further scrutinized.

Chairman Troy and the President said that they were uncomfortable about the standards established in Article V, Section 5.2 (b). It was pointed out that these were minimum responsibilities as conditions of employment, not standards to be used in personnel reviews and decisions. The Chairman remarked that he was still uncomfortable with the language. Chairman Troy also asked that a comma be placed between the word "and" and the word "for" in Article VI, Section 6.4 (f-3).

Counsel Searson suggested that the word "may" in Article VI, Section 6.10 be replaced with the word "must," to insure that an error can be corrected when it happens, rather than after the full review process has taken place. Several present disagreed with such a change.

Professor Schiavo-Campo stated for the record that the official position of the UM/Boston Assembly was that the Personnel Policies had not been given adequate discussion on the Boston campus, and that they should not be put into effect for personnel decisions for the coming academic year. He said the suggestion that a compromise had been reached on this issue was incorrect, and said the Steering Committee of the University Assembly was not in a position to compromise, that it was acting upon instructions by the Assembly.

There followed a description of the advantages of the review calendar proposed by the Boston campus, after which Professor Booth remarked that he had thought that the agreement worked out in discussions with the President would in fact allow the Boston campus to carry out its discussions pursuant to their calendar and review the document but that adoption as a provisional policy would permit implementation of the policies which are essential to serve as a reference to all faculty and to protect faculty rights.

Dr. Goodman, speaking as the representative of the Worcester campus, expressed support for the document. However, he pointed out a problem which will need to be resolved with the President's Office, that many of the Medical School faculty were hired without a clear understanding of the tenure year or the probationary year.

There was further discussion, during which Professor Maki expressed the Personnel Policies Committee's appreciation for Mr. Lynton's patience, skill, and endurance as Chairman. It was also clarified that since the Personnel Policies Committee was represented, the few changes in the document upon which all were

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agreed could be incorporated at this meeting. These changes were: (1) elimination of the words, "Revised Draft of Articles I-VI of an . . ." from the title of the document, (2) the addition to Article I, Section 1.4 described above, (3) the addition of the comma in Article VI, Section 6.4 (f-3) described above, and (4) addition of "salaried" between "full-time" and "special" in Article IV, Section 4.12 (d).

A motion was made and seconded, and it was

VOTED: To recommend that the Executive Committee approve, and the Board of Trustees adopt, the University Academic Personnel Policy contained in Doc. T75-125, as amended, provided, however, that Section 6.1 (a) shall apply only to instructors appointed after July 1, 1975; and

To recommend that, recognizing the importance of accepting a permanent set of Academic Personnel Policies only after full discussion and evaluation by all members of the University community, and recognizing further the need for additional consideration by the Boston campus, the Board of Trustees determine that these policies remain in effect only until September 1, 1976; and

To recommend to the Executive Committee and the Board of Trustees that T63-050, T64-061 (except for Part II, Articles 5-7), T73-069, and any other policy, rule or regulation incompatible with this Policy be rescinded; and

To direct the President, after consultation with campus governance units and an ad hoc multi-campus academic personnel policy committee, to review said Policy and recommend any appropriate modifications thereto no later than May, 1976.

The meeting was adjourned at 2:55 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

May 14, 1975; 11:30 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Rowland, President Wood; Trustees Clark, Robertson, Spiller, Mr. Callahan, representing Commissioner Anrig; Secretary Hardy, Miss Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Professor Gagnon, Faculty Representative

UM/Boston--
New Directions
Report

The meeting was called to order at 11:30 a.m. Chairman Rowland said that at the last meeting of the Committee it had been decided to defer discussion of the paper prepared by Chancellor Golino concerning the Assembly's recommendations arising from the New Directions Committee Report until more time could be given to this important agenda item. Today's agenda, she said, would be devoted entirely to a discussion of this subject, and Chancellor Golino had been invited by the Committee to discuss his views and to answer questions raised by the Committee with regard to his March 28 report. Chairman Rowland welcomed Chancellor Golino and Vice Chancellor Hamilton to the meeting, stating that the Committee was desirous of having the benefit of the Chancellor's views as a basis for their deliberations prior to setting priorities in the long-range goals of the campus.

Chancellor Golino said that his reason for coming to UM/Boston was and still is to create in the context of Boston higher education an institution of higher learning at the University level, to provide a high-quality education and the opportunity to do graduate work to a clientele which would not normally have an opportunity to go to college. He feels that if people who graduate from UM/Boston are unable to compete with graduates from other institutions in undergraduate, professional and graduate work, then the campus has failed.

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Chancellor Golino continued by stating that he had created the New Directions Committee for the purpose of learning how the faculty and students envisioned the mission of the campus. The Committee, he said, worked for a year in developing the report, after which the University Assembly spent another year reviewing and making recommendations regarding the report. At the end of the two years, he had written his comments and recommendations to the Report and the recommendations of the Assembly. His report consisted of three parts: first, an historical, philosophical overview of the campus; second, an explanation of how he reached each recommendation; and third, three specific Trustee votes (which he was not now suggesting for action).

The campus today, said the Chancellor, is trying to offer a varied education, and it is trying to offer this education, particularly, to those people in the surrounding communities who for various reasons have not thought of higher education as a possible goal and who do not have the financial means of getting a higher education elsewhere.

He observed that the campus could become a transitional school in which emphasis would be in reaching into the high schools for students with potential but who will require extra assistance in the first two years of college. However, he pointed out, since UM/Boston was created, there have also come into being in the Boston area two community colleges which are engaged in college preparatory and occupational education, to a large extent filling this need. There are also in the area several state colleges, originally specializing in the preparation of teachers, but now undergoing a change in emphasis due to a declining need for teachers, which will very likely move into the fields of general and liberal arts education.

He said there is one other transitional role--that concerned with the transition of undergraduates to preprofessional or professional schools, and post-graduate education--and that is where he sees a vacuum that he feels UM/Boston should proceed to fill. He said that although precollege, extended day, and summer programs--in addition to graduate education--should play a part in the education provided by UM/Boston, the time has come when the emphasis must be in one particular direction. He wanted to learn in which direction the Trustees feel this thrust should be made. He said he would like emphasis on graduate education to continue until ten percent of those enrolled would be engaged in graduate programs. He believes that if UM/Boston is to achieve university status, it must have graduate emphasis, and it should be the senior institution of publicly supported higher learning in the area.

Chancellor Golino emphasized the importance to both faculty and students, as well as to administration, of knowing what the goals of the campus are and of knowing that these goals

will remain constant. He said it is impossible to make long-range plans until this issue is settled. He stressed his desire to know whether or not the Committee sees the goals as he sees them, in order that he can proceed in the direction they determine.

After the Chancellor's remarks, Professor Gagnon was invited into the meeting to make a statement to the Committee as faculty representative. Professor Gagnon said that he had asked to speak in order to support the Chancellor's report which he felt was important as it offered a balance between what he called the "remedial views" and the "elitist views" among the faculty.

At the conclusion of Professor Gagnon's comments, he left the meeting. After further brief discussion, the Committee recessed for lunch and informal discussion at 1:00 p.m. When the meeting was reconvened, Chancellor Golino and Vice Chancellor Hamilton were invited to rejoin the meeting. Chairman Rowland took this opportunity to thank Chancellor Golino for his report. It was felt that his remarks were of value in assisting the Committee to arrive at a consensus of what the general priorities should be.

The Committee next instructed the President and his staff to draft a statement for presentation to the Board of Trustees which will commend the Chancellor and the New Directions Committee for the work they have done, reaffirm the concept of UM/Boston as a university, and set forth the general recommendations of the Committee regarding the priorities for the UM/Boston campus as follows: (1) continued development in order to provide for maximum use of the facilities and the further development of undergraduate professional education, particularly in Colleges III and IV, (2) increased access, and (3) subsequent, selective development of graduate programs consistent with and within the context of total University-wide graduate education priorities.

Chairman Rowland asked Chancellor Golino to inform the faculty at UM/Boston that the Committee on Long-Range Planning deeply appreciates the work represented by the report and commends them on their efforts.

The Chancellor and Vice Chancellor departed from the meeting and the Committee talked briefly about the agenda for the June meeting, which is to include further discussion of enrollment planning at UM/Amherst.

Planning Operations

At the request of the Chairman, Mr. Cooley reviewed a planning exercise being carried on at the request of the President by the campus administrations, which attempts to examine available options for the campuses under various conditions of resources, enrollment, student mix, graduate and undergraduate programs and on- and off-campus activities.

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Planning
Options

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Vice President Lynton commented on the need for a thorough review of the programs being offered in relation to the limited resources which would be available in the foreseeable future.
There being no further discussion, the meeting adjourned at 2:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

May 20, 1975; 1:00 p.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Shaler, President Wood: Trustees O'Keefe, Rothenburger, Shearer, and Snowden; Secretary Hardy; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Keith, Associate Vice President for University Policy; Mr. Gartenberg, Budget Director; Mr. Searson, General Counsel; Mr. Cahill, Staff Assistant

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Dean, Director of Residential Life; Mr. Gulko, Budget Director; Mr. Preston, Staff Associate for Student Affairs; Ms. Stack, Graduate Student Representative

UM/Boston: Mr. Tubbs, Vice Chancellor for Student Affairs; Mr. Vannicelli, Associate Vice Chancellor for Student Affairs; Ms. Furman, Assistant to the Vice Chancellor for Student Affairs

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost

Guests: Lucia Bruno, Jackie Cormier, Bill Dorsch, Michael Federow, Larry Magid, Karen Mangan, Michael Parkhurst, Henry Ragin, James Starr, from the Amherst campus

UM/Amherst--Campus Center Information Policy

The meeting was called to order at 1:10 p.m. The Chairman began by reading a memorandum to the Committee from Chancellor Bromery which attached a memorandum from Vice Chancellor Gage explaining policies of the Campus Center with respect to the dissemination of information. The memorandum read, in part:

> "1. The Campus Center/Student Union has no "policy of withholding information . . . . On the contrary, an enormous amount of staff time goes into sharing and explaining information with those who need it.

"2. I (Dr. Gage) have confirmed the fact that the Board of Governors has never been denied information it requested.

"3. Mr. Magid and Mr. Corker have agreed upon a means for sharing and understanding the information which Mr. Magid feels he needs."

The Chairman explained to the Committee that a vote taken at the April meeting of the Committee on Student Affairs had been improperly worded, and he wished to insert Chancellor Bromery's reply into the record as a correction.

Chairman Shaler next called upon Mr. Gartenberg to make a presentation about the first item on the formal agenda, Financial Aid to Medical Students. Mr. Gartenberg cited several figures: that in FY 1975 52 percent of the Worcester students receive financial aid, while about one-third of the aggregate students at the Amherst and Boston campuses receive financial aid. He suggested that equity should be achieved in the distribution of aid among the three campuses. He indicated that at present, limited information about the comparison between the three campuses was available and said a study should be developed as soon as possible. In the interim, in order to meet the needs of the medical students, the following action was proposed: (1) an increase in work-study funds equal to the percentage increase in enrollments, and (2) a doubling of the Worcester share of the state scholarship funds allocated to the University, bringing it to $12,000. These increases could be incorporated into the FY 1976 Operating Budget.

Dr. Smith distributed a sheet of figures which revealed, among other statistics, that 79 medical students out of 150 receive financial aid. With the increase in students from 150 to 228 in the 1975-76 academic year, 118 students might need financial aid. Citing resources available to the Medical School, Dr. Smith calculated that the unmet need for the 1975-76 academic year would total $101,000.

After a brief discussion, Chairman Shaler asked if there was some definitive action that the Committee could take, since the matter had been unresolved for several months. Mr. Gartenberg indicated that if the suggestions which he had mentioned met with the Committee's approval, he could incorporate them into the operating budget for FY 1976.

Dr. Smith said the Medical School was trying to train the kind of physicians who are interested in primary care and family practice and who therefore, would not make a great deal of money, and pointed out that students who are heavily saddled with debt are more likely to go into more lucrative areas of medicine.

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UM/Worcester--
Financial Aid
to Medical
Students
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President Wood emphasized the importance of gathering statistics on the financial position of graduate students on the Amherst and Boston campuses in order to maintain some parity between the kind of aid given medical students and that given graduate students at the other campuses.

Upon motion made and seconded, it was

VOTED: That the Committee on Student Affairs support all efforts to increase financial aid to students at the Medical School.

UM/Amherst--
Residence Halls
and Dining
Commons
(Doc. T75-130)

The Chairman turned next to Residence Halls and Dining Commons, FY 1976 at UM/Amherst (Doc. T75-130). Dr. Gage gave an overview of the matter, explaining that the campus's 52 dormitories were an important resource, in part because they provided a place to live for students who would otherwise not be able to find accommodations in the town, and in part because of what he described as the educational function they carry out. A social problem currently encountered was a change in students' attitudes toward the halls--they had been built at a time when most students wished to live in them, whereas this was no longer necessarily so.

The issue, said Dr. Gage, was complicated by fiscal problems. The residence halls were costly to build, they have high personnel costs, and they require costly programming. He informed the Committee that in March 1974 a study had begun in an effort to determine a long-range solution. The study had recommended a voluntary system which, it was believed, would allow the residence halls to be operated soundly as had been done at other universities.

Dr. Gage added, however, that the proposal had been arrived at too late to implement for the 1975-76 academic year, with the result that the campus felt compelled to offer mandatory residence policy as an interim measure for one year to enable the University to meet its fiscal obligations. He added that explorations must take place to revise the policy before the year ends.

In the discussion which followed, several Trustees asked for specific alternatives which might be explored for management of the residence halls. Possibilities mentioned were cooperative management for certain dormitories, subsidy or lower-cost campus housing for lower-income students, and state funding. President Wood stressed the importance of the temporary nature of the proposal, and said a comprehensive program was essential for the future. Upon a motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that, effective the fall semester 1975, for one year, all full-time undergraduate students

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(enrolled for twelve semester credits or more) on the Amherst campus be required to live in on-campus residence halls during their freshman, sophomore, and junior years. Exemption from this requirement may be granted to the following: married students, veterans, students living in and commuting from the home of their parent(s) or guardians while in attendance at the University, and resident members of fraternities or sororities at the Amherst campus.

UM/Amherst--
Residence Halls
and Dining
Commons
(Doc. T75-130)

Trustee O'Keefe cast a negative vote.

A similar proposal had been introduced to establish mandatory use of dining commons for the same groups of students and with the same exceptions. Upon motion made and seconded, a vote was taken, and the motion was defeated.

The next item on the agenda was the proposed FY 1976 Fee-Based Budget for UM/Amherst (Doc. T75-121). The Chairman explained that the purpose of the discussion was for members of the Student Affairs Committee to hear information on the fee-based budgets, not to take any action. Associate Vice President Keith asked a number of questions of Dr. Gage, Vice Chancellor for Student Affairs, among them an explanation of the fees proposed for Day Care Services, and explanations of two legal services requests; (1) additional funds for the Legal Services Office with the provision that staff could represent students in criminal cases and in suits against the University, and (2) a request for additional legal counsel for the Student Organizing Project.

UM/Amherst--
FY 1976 Fee-
Based Budget
(Doc. T75-121)

In the Legal Services Office matter, Vice Chancellor Gage indicated the belief that there were serious unresolved questions about the purpose for which legal staff could be employed. It is necessary, he said, to explore the campus's capacity to represent students against the University.

Counsel Searson indicated that there were serious legal doubts as to whether the Board of Trustees could authorize the expenditure of University funds in suits against the University. He said it might be necessary to get an opinion from the Attorney General's Office before the Board could properly take a position on the matter one way or the other.

Trustee O'Keefe offered a motion with respect to this matter:

MOVED: To recommend to the Board of Trustees that the Amherst Campus's Fee-Based budget for FY 1976 be passed with no restrictions which preclude the Student Legal Services Office from representing students in criminal matters or in litigation against the University.

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UM/Amherst--
FY 1976 Fee-
Based Budget
(Doc. T75-121)
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With respect to this proposed motion, the Chairman again pointed out that there was serious question as to whether it would be proper for the Student Affairs Committee to recommend that the Board of Trustees take a position on something the legality of which was in doubt.

Following further discussion, Chairman Shaler again pointed out that the Committee was merely hearing a discussion of the fee-based budgets for its own information, and was not prepared to take any actions on the matter. He informed Trustee O'Keefe that the substance of the budgets would be discussed and acted upon by a joint meeting of the Committees on Budget and Finance on May 27. In view of this, and there being no second to the motion, Trustee O'Keefe did not ask for action by the Committee.

It was also observed that the issue of policy as regards the proper use of funds by the Legal Services Office was separate from the issue of allocation of funds for that office.

UM/Boston--
Proposed FY
1976 Fee
Increases
(Doc. T75-132)

Chairman Shaler next asked Vice Chancellor Tubbs to speak to the Proposed FY 1976 Fee Increases on the Boston campus (Doc. T75-132). Mr. Tubbs described and explained the proposals. Amid discussion of the specific recommendations, President Wood asked whether they had the approval of the University Assembly. Mr. Tubbs replied that they had the approval of the Assembly Steering Committee. President Wood remarked that these matters should have the comments of the full Assembly before they are brought before the Finance and Budget Committees.

Day Care Reports

Chairman Shaler turned next to reports from the Amherst and Boston campuses on Day Care Services. The initial discussion dealt with matters of licensing and the need for liability waivers. It was observed by the President and others that day care centers must prerequire the signing of such waivers.

One student present stated her belief that day care services on the Amherst campus had not been given a sufficiently high priority by the administration. She said that two of the day care centers would have to vacate space provided by the University by June 1, and the University had made no effort to find new space. Mr. Preston pointed out in this connection that the two centers themselves had originally said they did not need University help in finding space, and in fact had not joined the University system until December 1974.

Mr. Gulko observed that the University is in a difficult position in making budgets because of limited fiscal resources. It is necessary, he said, to make priority decisions about all enterprises, including day care. It was also pointed out that this further complicates the problem of allocation decisions.

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Day Care Reports,

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Ms. Stack said that day care should have extremely high priority, because for many students it is essential to their attending the University at all.

Mr. Keith suggested that the Amherst campus keep the Committee up-to-date on the fate of the two day care centers whose relocation was in doubt. Dr. Gage agreed, and added that he did not believe the problems of day care could be resolved easily or soon.

The last item on the agenda was Reports on Counseling and Support Services at UM/Amherst. Chairman Shaler stated for the record that a request for information on this matter had been addressed to the Boston campus, but the campus had neither responded nor acknowledged the request. He said he hoped that the information would be supplied in advance of the Committee's next meeting, so that it may be properly studied.

Speaking of the Amherst report, Mr. Preston praised the summary which Mr. Keith's office had prepared, and said he would not rehash its contents, but instead answer questions and indicate problem areas which still exist in connection with counseling and support services. Several of these areas, he said, had been touched on earlier in the meeting or in earlier meetings: day care problems, fiscal and philosophical problems in the residential life system, and problems in married students housing. Other problems, he said, were: (1) coordination of counseling services, which had not yet been satisfactorily achieved; (2) Affirmative Action, which had been a successful effort on the whole, although less so in the area of classified staff; and (3) the Office of Commuter Affairs, which he said should be reappraised in light of the lack of resources to support it adequately.

Trustee O'Keefe praised the Office of Commuter Affairs, and spoke out strongly against its termination. He said the office was not costly, was meeting the needs of the 52 percent of the students at Amherst who are commuters, and had been terminated without consultation with the commuter students.

Both Dr. Gage and Mr. Preston said the issue of the Commuter Services Office was not closed, and that Helen Hill, director of the office, was still on the job pending a resolution of the issue.

Chairman Shaler said he had been pleased when the Office of Commuter Affairs had been established, because it had been apparent to him as a result of the Committee's inquiries into the whole counseling system over the past several years that commuter students had not been receiving the kind of attention that they should receive. He said he hoped that dialogue on the campus would continue on this matter.

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UM/Amherst--
Married Students
Housing

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

The Chairman also asked for an update on the proposal of married students for a rent rollback on married students housing. Dr. Gage replied that the administration had met extensively with the married students, and that the students had viewed the effort to develop a cooperative system of management as the top priority.

He reported that the students had agreed to drop the request for a rent rollback if the University would vigorously pursue the possibility of developing a cooperative system of managing married students' housing by September 1975. He added that a joint study group representing both the University and the married students was conducting a feasibility study and would have a report on the feasibility of the proposal.

Trustee O'Keefe offered the following motion:

MOVED: To recommend to the UMass, Amherst Administration the immediate reinstatement of the Office of Commuter Affairs and its director, Dr. Helen Hill (barring an adverse performance report of office/personnel functions subject to review). To further resolve that all possible avenues be utilized to provide the Off-Campus Housing Office with program support money as originally promised.

The Chairman expressed the view that it would be improper for the Committee to take such an action without sufficient review on the Amherst campus first. Trustee O'Keefe asked if the motion would be in order as an item of agenda for the Committee's next meeting, and the Chairman indicated it would. The motion was not seconded, and no vote was taken.

There was no further business to come before the Committee, and the meeting was adjourned at 4:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

May 27, 1975; 10:00 a.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees O'Keefe, Rothenburger, Weldon; Secretary Hardy, Treasurer Johnson, Ms. Eichel, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Edelman, Vice President for University Policy; Mr. Gartenberg, Budget Director; Mr. Cass, Director of the Institute for Labor Affairs; Mr. Brand, Associate Treasurer; Mr. O'Leary, Assistant Counsel

UM/Amherst: Mr. Gulko, Budget Director; Prof. Wilkinson, Faculty Representative; Ms. Stack, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director

UM/Worcester: Dr. Butcher, Acting Dean of the Medical School; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Wheeler, Chief of Surgery; Mr. Cathey, Controller; Mr. Fellner, Assistant Controller; Dr. Regan, Chairman, Department of Ophthalmology

Invited Guests: Mr. John Wood, of Standish, Ayer & Wood, Investment Consultants; Mr. Joseph Albert, Insurance Consultant; Mr. Wallace Ackley and Mr. Eugene Freedman, of Coopers & Lybrand, Auditors

Other Guests: Lucia Bruno, John Hite, Dorothy Muller, Henry Ragin, James Starr, all from the Amherst campus

The meeting was called to order at 10:30 a.m. by Chairman Gordon. The Chairman informed those present that due to the lack of a quorum, the items on the agenda would be discussed, but all votes would be deferred until June 4, at which time the Committee would meet to take formal action on the various agenda items.

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Introduction of New Trustees

COMMITTEE

Report of Investment Counsel

Chairman Gordon then introduced Prof. Wilkinson, Alternate Faculty Representative from the UM/Amherst Faculty Senate, and welcomed him and the two new student Trustees, John O'Keefe and Cary Rothenburger, to the meeting.

The Chairman next asked Mr. John Wood, of Standish, Ayer & Wood, to report on the status of the University's investment portfolio. Mr. Wood reviewed briefly the market situation and stated that he recommended selling the RCA and Holiday Inns stocks now held by the University and using the proceeds to buy stock in Johnson & Johnson and Eli Lilly pharmaceutical companies. He said that although the Holiday Inns stock is increasing in value, its recovery is slow. The current consumer market has also hurt the television industry. He stated his belief that the University should invest in pharmaceutical companies on a long-term basis.

Treasurer Johnson informed the Committee that the Johnson & Johnson stock had been a gift to the University and was currently being held in trust. The purpose of this transaction, he said, would be to buy this stock from the Trust and make it a part of the University investment portfolio. The Lilly stock, he said, would be a new account. Mr. Wood added that in the current market short-term bonds were competitive with stocks. Mr. Wood called the attention of the Committee to his proposal for an investment policy for the University, which he said he expected the Committee might wish to discuss at a later meeting. It was agreed that this matter would be addressed by the Committee at its June 18 meeting.

General Liability Coverage-- Status Report

Chairman Gordon next turned the discussion to matters of the general liability and malpractice insurance coverage under consideration by the Committee, and asked Mr. Joseph Albert, Insurance Consultant, to speak to these topics. Mr. Albert briefly reviewed the status of negotiations for the various coverages. He said that a binder had been placed on the General Liability Insurance coverage as of April 1, and that the various policies were currently being reviewed by the University Counsel. He indicated that he had been queried as to the possibility and cost of protection for the Trustees from liability for prior acts and asked the Committee for direction as to how he should proceed in this regard.

At the request of President Wood, Assistant Counsel O'Leary explained the doctrine of "sovereign immunity" and its impact in the area of liability insurance. He stated that the doctrine precludes suits in tort against the University "as an institution" and against the Board of Trustees as a "statutory entity." However, the doctrine does not prevent suits seeking to impose personal liability on individual members of the Board or individual employees of the University. He noted that the Trustees pursuant to Massachusetts General Laws, Chapter 15, section 19B were entitled to indemnification for any liability incurred,

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General Liability Coverage--Status Report

provided the statutory conditions were met. He added that this statute was limited to Trustees and would not be available to employees of the University. He further advised the Committee that a body of "case law" had been developed to the effect that an officer of the Commonwealth in the performance of his or her official acts is only liable for his or her own active misfeasance as opposed to simple negligence and that liability cannot be imposed through the doctrine of respondeat superior.

Lastly, Counsel O'Leary informed the Committee that the Legislature was considering a bill which, if enacted, would abolish the doctrine of soverign immunity, but establish a statutory maximum of $20,000 on liability. Trustee Weldon said that a "charitable immunity" statute currently limits the amount of liability for religious and other charitable organizations. After further discussion with regard to the amount of exposure and the cost for including "prior acts" in the general liability insurance coverage, Chairman Gordon asked Committee members to communicate their reactions to this particular coverage to the Secretary.

Mr. Albert said that there are still some types of coverage under the general liability policy which have not been fully resolved. Two of these areas are coverage involving vessels and involving professional liability. These may be included as addenda to the basic policy at a later date. Chairman Gordon asked Mr. Albert when he expected that all endorsements on the general liability insurance would be completed, to which Mr. Albert responded that he expected to have these by the end of June.

UM/Worcester--Malpractice Insurance Coverage, Status Report

Mr. Albert then turned to the problem of malpractice insurance for personnel at the UM/Worcester Medical School and Teaching Hospital other than physicians, who currently have individual insurance coverage. Mr. Albert said that this type of insurance is increasingly difficult to obtain. He asked for an opinion from University Counsel as to whether the Foley bill, which affords protection to licensed physicians and hospitals, could be interpreted to include state hospitals. Mr. O'Leary replied that the proposed bill has value on the issue but that he doubted it would cover state institutions. At the request of the President, Mr. Cass reported on the current status of this bill. He stated that the bill was currently nearing final form and that it would be difficult at this stage to make amendments to it. The Chairman requested Counsel, after discussion with Mr. Cass, to write a legal opinion as to whether the Foley bill was applicable to state hospitals and if the protection afforded by the bill would cover personnel other than physicians and residents, such as students, interns and other affiliated categories of employment.

Considerable discussion ensued as to the various options open to University personnel at different professional levels. Mr. Albert said that UM/Worcester personnel could be added to the

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UM/Worcester--
Malpractice
Insurance
Coverage, Status
Report COMMITTEE

general liability coverage for a relatively small additional cost. Chairman Gordon asked Dr. Butcher, Acting Dean of the Medical School, how soon malpractice coverage would be required, to which Dr. Butcher replied that the need was immediate since students were currently seeing patients. Although the greatest need would occur at the time of the opening of the hospital, he said, the out-patient clinic was currently in operation. Mr. Edelman, Vice President for University Policy, said that under the proposed Group Practice regulations, a provision is included to reimburse premium costs to individual physicians from the group practice plan until such time as a group policy is available.

Chairman Gordon asked if it would make sense to look to the Foley bill for coverage for physicians, to ask Mr. Albert to look into the possibility of obtaining malpractice insurance for paramedicals and other hospital personnel and to see if the professional staff could be included under the hospital policy. Mr. Albert said that he would add the UM/Worcester personnel to the general liability insurance coverage, investigate alternatives that may be available for malpractice coverage for employees other than physicians, with the expectation that students would be covered under the Foley bill. This would leave the Trustees without coverage for malpractice suits. Chairman Gordon said he hoped it would be possible to include the Trustees under the malpractice coverage.

At the request of Trustee Weldon, Dr. Butcher and Dr. Wheeler explained the difference in premium costs for different specialties and for different physicians. At the conclusion of this discussion, it was agreed that Mr. Albert would present a status report on June 18 with regard to his further exploration of the various malpractice insurance options.

Executive
Session

At 11:50 a.m. it was moved, seconded and

VOTED: To go into Executive Session for the purpose of hearing a progress report from the representatives of Coopers & Lybrand, who are currently working on the evaluation of University grant and contract administration and the audit of the School of Education.

UM/Worcester--
Physicians' Fee
Schedules
(Doc. T75-138)

At 12:30 p.m. the executive session concluded and Chairman Gordon turned to the next item on the agenda, Physicians' Fee Schedules--UM/Worcester (Doc. T75-138). At the request of the Chairman, Dr. Regan, Chairman of the Department of Ophthalmology, explained briefly how the fees had been determined. The fees, he said, were based on regional or national norms wherever possible. The schedule included rates which were comparable to rates charged by other hospitals and physicians in the Worcester area. Dr. Wheeler added that these rates are reviewed by the third-party payers. The patients would normally be billed for any difference

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between the fee charged and the amount paid by the third-party payer. However, where patients could not afford to pay the difference, there would be a provision for an abatement in the rate. Dr. Regan said that an effort had been made to keep the rates within the limits of rates charged by other institutions and physicians in the area, especially for the beginning of operation of the hospital, and that rates were set so as not to take patients away from other institutions.

UM/Worcester--Physicians' Fee Schedules (Doc. T75-138)

The Chairman asked if the fee schedule had been reviewed by the appropriate administrative officers, to which Vice President Edelman said that it had. He listed six categories of out-patient services outlined in the document, adding that the document had been discussed with the office of the Commissioner of Public Health and that the Commissioner had found the rates satisfactory. Mr. Stockwell, Director of the Hospital, said that many of the services to be provided are not available elsewhere in the Worcester area.

Chairman Gordon introduced the next agenda item, the addenda to Rates for Patient Care and Services--UM/Worcester, as outlined in Addendum to Doc. T75-070 (Doc. T75-133). At the request of the Chairman, Mr. Fellner, Assistant Controller, UM/Worcester, explained that the Addendum covered increases in the rate schedule approved by the Board of Trustees as Doc. T75-050 and also included additional fees which were not contained in the original document. Mr. Fellner said that the rate setting commission was aware of these proposed rates and that they had also been reviewed by the appropriate staff persons in the President's Office.

UM/Worcester--Addendum to Doc. T75-050, Rates for Patient Care and Services (Doc. T75-133)

Chairman Gordon asked Treasurer Johnson to explain the next agenda item, Authorization of Direct Scheduling of Vendor Payments--UM/Worcester, and the reason for this request. Mr. Johnson said that this is merely a means of simplifying paper work and expediting payment to vendors, and that a similar procedure had previously been authorized by the Trustees for the UM/Boston campus.

UM/Worcester--Authorization of Direct Scheduling of Vendor Payments

The next item on the agenda, the establishment of the William H. Ross Memorial Fund (Doc. T75-139), was reviewed briefly by Mr. Robert Brand, Associate Treasurer, who explained that Mr. Ross had been a distinguished member of the UM/Amherst faculty. The purpose of the endowment fund is to make available an annual award of $500 from the income earned from the fund during the preceding fiscal year to a junior or senior enrolled as a full-time student at UM/Amherst. Applicants for the award must fulfill the requirements outlined in the document, which include the preparation of a paper on the topic, "What I Plan on Doing After Graduation That Will Help Society as a Whole." Mr. Gulko asked for a clarification of the meaning of the words "major program" in the proposed vote. It was agreed that the wording should be amended to read "program major."

Establishment of William H. Ross Memorial Fund (Doc. T75-139)

Finance Comm.
5-27-75

UNIVERSITY OF MASSACHUSETTS

Revocation of Delegation of Authority

COMMITTEE

Chairman Gordon asked Treasurer Johnson to speak to the next item on the agenda, relating to the revocation of the delegation of authority to Donald W. Cadigan to sign certain documents for the University. Treasurer Johnson said that this vote was being proposed as a result of a written request from Mr. Cadigan, who indicated that the increasing volume of business in his office has led him to make this request to be relieved of this particular responsibility. It was the sense of the meeting that Mr. Cadigan's request should be honored by the Committee.

UM/Amherst--Authorization to Sign Rental Agreement for Apartment Facilities in NYC for OUTREACH Program

At the request of Chairman Gordon, Mr. Gulko spoke briefly to the item on the agenda with regard to authorization of a rental agreement in New York City for the UM/Amherst OUTREACH Program. This, he said, was the renewal of an authorization approved by the Board of Trustees in November, 1974, and was necessary to obtain housing for students in the administrative intern program for the 1975-76 academic year. There were no state funds involved, he said, since the students pay for the apartment facilities.

University of Massachusetts "Zero Balance" Advance Payroll System (Doc. T75-140)

Chairman Gordon asked Treasurer Johnson to review briefly the final item on the agenda, the implementation of the new University of Massachusetts "Zero Balance" Advance Payroll System (Doc. T75-140). Mr. Johnson said that this procedure was being initiated in order to comply with the new state regulations which would become effective on July 1, 1975. He indicated that although, in some cases, the new system might prove inconvenient to some employees, an attempt had been made to keep these inconveniences minimal. Since the payroll account for the University would now be handled by the New England Merchants Bank, he said, Amherst and other employees who so desired could have their paychecks deposited by the New England Merchants Bank directly into a bank of their choice.

There being no further business before the Committee, the meeting adjourned at 1:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

May 27, 1975; 12:30 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Carlson; Trustees Gordon, O'Keefe, Rothenburger, Troy; Treasurer Johnson; Secretary Hardy; Ms. Judd, recorder

Administrators, Faculty, Staff, and Invited Guests:

UM/Amherst: Mr. Solomon, Deputy Director of Budgeting and Institutional Studies; Professor Wilkinson, Faculty Representative; Ms. Stack, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director; Professor Gagnon, Faculty Representative

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Gartenberg, Budget Director

Guests: Mr. James Starr, Student Legal Services Office, UM/Amherst; Ms. Dorothy Bellows, Graduate Student Senate, and Mr. Henry Ragin, Student Senate

The meeting was called to order at 12:40 p.m.

Year-End Adjustments to FY 75 Operating Budget (Doc. T75-134)

The first item on the agenda was the Year-End Adjustments to FY 75 Operating Budget (Doc. T75-134). Chairman Carlson asked Mr. Gartenberg to comment on the fund transfers for the three campuses. Mr. Gartenberg said that these were basically end-of-the year adjustments. In answer to a question by Trustee Troy regarding the further adjustments anticipated, Mr. Gartenberg said that the final allocation from the State Fuel reserve for UM/Amherst had come in after the document for the Committee was prepared and that some would require revision. Mr. Solomon outlined the revisions, saying that there were some differences; referring specifically to an amount of $85,000, he said that the deficiency was awarded after the figures were submitted and that this sum was to be used for the state funded share of work-study programs, telephone and postage. Chairman Carlson asked for an explanation of the six figures which had been changed. Mr. Solomon reviewed these for the Committee in more detail.

After noting that it would not be possible for the Committee to vote at this time since a quorum was not present,

Budget Comm.
5-27-75

FY 76 Continuing Resolution (Doc. T75-135)

COMMITTEE

Amendments to Capital Outlay Request (Doc. T75-137)

UNIVERSITY OF MASSACHUSETTS

Chairman Carlson turned to the next agenda item, FY 76 Continuing Resolution (Doc. T75-135). Because of delays with regard to the state budget, a vote was necessary to authorize the expenditure of funds as of July 1 pending passage of the final state budget and pending presentation of the FY 1976 Operating Budget.

The last agenda item for discussion was the Amendments to Capital Outlay Request (Doc. T75-137). Mr. Hamilton said that since the shuttle bus system was going to continue for quite some time, it made sense at this time to acquire the land currently leased from Gulf Oil. The station now on the lot would continue to operate. After a question from Trustee Troy, it was pointed out that the $250,000 requested would include acquisition and development of the projected terminal facilities.

Professor Gagnon then asked what would be the level at which the University was authorized to spend under the Continuing Resolution. Mr. Gartenberg replied that that would depend upon the wording of the statute authorizing spending beyond July 1.

The meeting adjourned at 1:00 p.m. and reconvened at 3:10 p.m. at which time a quorum was present. The motions were made and seconded, and it was

VOTED: To recommend to the Board of Trustees approval of the State fund transfers proposed by the Amherst, Boston and Worcester campuses as set forth in Doc. T75-134.

VOTED: That the President be authorized to approve the expenditure of State and nonstate funds by the three campuses, the Office of the President, and the Institute for Governmental Services from July 1, 1975, until such time as the Board of Trustees adopts the Operating Budget for FY 1976.

The approval of expenditure of State funds shall be consistent with the appropriate State statutes governing the FY 1976 appropriation.

VOTED: To recommend to the Board of Trustees approval of amendments to the FY76 Capital Outlay Request as set forth in Doc. T75-137.

The meeting was adjourned at 3:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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[redacted]

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF JOINT MEETING OF TRUSTEE COMMITTEES ON THE BUDGET AND FINANCE

May 27, 1975; 1:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairmen Carlson and Gordon; Trustees O'Keefe, Rothenburger, Shaler, Troy, Weldon; Secretary Hardy; Treasurer Johnson; Mr. Brand, Associate Treasurer; Mr. Mehegan, recorder

Administrators, Faculty, Staff, and Invited Guests:

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Keith, Associate Vice President for University Policy; Mr. O'Leary, Assistant Counsel

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Dean, Director of Residential Life; Mr. Gulko, Budget Director; Ms. Stack, Graduate Student Representative; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Director of Budget and Control; Professor Gagnon, Faculty Representative

Guests: Dorothy Bellows, Jack Margosian, Dorothy L. Muller, Joanne Pearlman, Henry Ragin, James Starr, from the Amherst campus

The meeting was called to order at 1:10 p.m. Before proceeding to the formal agenda, Trustee Carlson called upon Mr. Gartenberg to report action taken on the University's FY 1976 budget request. Mr. Gartenberg reported that Secretary Parks had called for a hearing to take place on May 27 at which he would announce his budget proposals for the University, which totalled $90 million. Mr. Gartenberg observed that this figure represented a significant reduction of current budget levels, and he said its implications would have to be carefully reviewed over the next several weeks.

The first item on the formal agenda was a group of fee

changes contained in FY 1976 Fee-Based Budget for the Amherst campus (Doc. T75-121). Trustee Carlson, who chaired the joint meeting, pointed out to the Committees that the purpose of the meeting was not to consider the budget, an action which would take place later in the year, but merely to consider the fee changes proposed therein. He called upon Trustee Shaler, Chairman of the Trustee Committee on Student Affairs, to report that Committee's deliberations of the proposals which had taken place at its May 20 meeting.

Trustee Shaler reported considerable discussion of the proposals, most of which had centered on the requested increase in the allocation to the Legal Services Office. He said the issue under discussion had been the legality of using University funds for defending students in criminal actions or in suits against the University. Mr. Searson had indicated that an opinion from the state Attorney General might be needed to resolve this question. Trustee Shaler asked the two student Trustees present if they wished to add to his report, and they indicated satisfaction with his report.

Trustee Gordon turned next to the document itself, explaining that it contained sixteen proposed votes. Since the meeting did not have a quorum, the votes taken would serve to express the sense of the meeting, and a special meeting to take place before the meeting of the full Board of Trustees on June 4 would make formal recommendations to the Board.

The first matter was a set of proposed increases in residence hall fees. A short discussion included questions from Trustee Carlson about the need for, and size of, the undesignated reserves. Mr. Gulko said that it was necessary to have a sufficient reserve in case of an unexpected catastrophe, such as a fire in a residence hall. After further brief discussion, it was voted informally to approve the proposed increases. Trustee O'Keefe and Trustee Rothenburger were opposed.

The next item was a proposed loan of $110,000 to the Boarding Hall Trust Fund from the Student Housing Room Deposit. Mr. Gulko explained that such loans were standard procedure for this point in the fiscal year and that they had always been repaid with interest. This was also informally voted.

Fee increases were then proposed for certain dining facilities. It was explained by campus representatives that the increases would enable the facilities to remain open longer, and would cover labor and food increases. The Committees voted informally to recommend the increases to the Board of Trustees.

Trustee Gordon asked if consideration had ever been given to contracting with a private food service firm to service the dining halls. Mr. Dean replied that such inquiries had been made, but that the firms asked preferred to take an advisory role rather

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than take over the service altogether. Mr. Gulko added that such an arrangement would be the largest food service contract in the country.

UM/Amherst--
FY 1976 Fee-
Based Budget
(Doc. T75-121)

Trustee Gordon asked if such an arrangement could be tried out on one or two residence halls, and Dr. Gage replied that it might be possible, but that the overall management system of the dining halls would make it impracticable to operate some on an independent, and some on a contract, basis. Trustee Gordon asked that the campus explore the feasibility of trying out such a service on selected dining halls, and report the results of the investigation to the Finance Committee. Dr. Gage agreed.

Because the UM/Boston Proposed FY 1976 Fee Increases (Doc. T75-132) entailed only three fees, Trustee Carlson asked that it be considered next. Chancellor Golino informed the Committee that these increases had been approved by the University Assembly. It was informally voted by the Committees to recommend this proposal to the Board of Trustees.

UM/Boston--
Proposed FY 1976
Fee Increases
(Doc. T75-132)

Returning to consideration of the Amherst fees, the Committees considered summer conference rates for certain residence halls. These proposed temporary decreases were informally approved by the Committees, to be voted upon formally at the June 4 special meeting.

Trustee Gordon asked about the review process which the Amherst proposals had undergone on the campus. The process had entailed reviews by different groups for different votes, Mr. Gulko said, and at the chair's request listed the approvals which had taken place for each proposed fee change. Mr. Gartenberg remarked that the Board of Trustees must vote on certain student-related fees at the June meeting for billing to take place during July.

Trustee O'Keefe said that adequate student review of certain of the proposals had not taken place for several reasons. He said the students had felt that administrative economies could have made the residence hall fee increases unnecessary. Discussion continued briefly about the campus review process, during which Trustee Carlson pointed out that the Committees must vote on these proposals whether campus-level review has been adequate or not, in view of Mr. Gartenberg's earlier statement.

The Committees turned to proposed fee increases for the Campus Center Garage. It was explained, in answer to a question, that the University of Massachusetts Building Authority would be consulted on the changes, and the Committees voted informally to approve them subject to this consultation.

The next matter was changes in fees for the six University day care centers. Dr. Gage again stated that the users of the centers were not in opposition to the increases, and it was

informally voted to recommend them to the Board.

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The Committees turned to three matters: an increase in the graduate program fee, an increase in the graduate student tax, and a new fee schedule for University Health Services in the area of eye examinations and dental services. It was pointed out to the Committees that the graduate student tax was a recommendation of the Graduate Student Senate. Each of the proposed fee changes were informally voted subject to final recommendation at the special meeting.

Treasurer Johnson called attention to the trust funds contemplated for horseback riding, the composition service, the administrative data processing system, and the management systems. He said he did not believe these trust funds had been given adequate review and clearance by his office, and he questioned the legality of setting fees before the trust funds are established. He suggested that these votes be deferred.

Mr. Gartenberg said he and Mr. Searson also had outstanding questions on this issue, and both Trustees Carlson and Gordon expressed concern that the Trustees were being asked to approve fee increases when unresolved legal and fiscal issues remained.

Each of these proposed votes was deferred for vote prior to the Board meeting on June 4, subject to resolution of legal and fiscal issues.

The Committees next turned to proposed fee changes for international programs, for telephone service in the residence halls, and for student activities of the Stockbridge School of Agriculture. It was pointed out that the change in the Stockbridge fees and taxes was at the initiation of the Stockbridge Student Senate. Each of these proposals was informally voted.

Trustee Gordon addressed the students present, several of whom were members of the Amherst Student Government Association. He pointed out to them the difficulties of the Trustees in having to vote on proposals at the last possible minute when questions remain about whether there has been adequate student review of proposals which will affect them. He said he hoped the students could restructure the calendar of student government business so that it can take the Trustees' time constraints into account. Nobody likes higher fees, he said, but he said he hoped in the future that the students will review fee changes carefully and early and, if they are found to be unsatisfactory, to recommend viable alternatives.

Trustee O'Keefe and Ms. Stack agreed with this need, and both discussed efforts underway to reorganize the student government structure. Trustee Gordon also asked that, in the future, proposals with legal implications be cleared through legal counsel

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before they are brought to the Trustees.

Mr. O'Leary spoke briefly to clarify Mr. Searson's concern about the proposed allocation to the Legal Services Office. Mr. Searson's concern, he said, was not about the existence of the office or the number of attorneys it employs, but rather about the legal issue of how those attorneys could be employed.

There was no further business to come before the Committees, and the meeting was adjourned at 3:10 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

June 4, 1975; 9:00 a.m.

COMMITTEE

Room 207, College II, Harbor Campus
University of Massachusetts/Boston
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, Trustees Carlson, Croce, Robertson, Rothenburger, Rowland, Weldon; Treasurer Johnson; Ms. Eichel, recorder

Office of the President: Mr. Searson, General Counsel; Mr. O'Leary, Assistant Counsel; Ms. Hanson, Assistant Budget Director; Mr. Lewis, Staff Assistant, Budget Office

UM/Boston: Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director

UM/Worcester: Mr. Fellner, Assistant Controller

Guest: Tony Gailliard, Student, UM/Boston

The meeting was called to order at 9:15 a.m. by Chairman Gordon. The Chairman said the agenda items had been discussed at the May 27 meeting of the Committee, but that since a quorum had not been present, no action had been taken. Therefore he had called this meeting, he said, to take formal action.

University Endowment Fund Portfolio--Proposed Changes

The Chairman then asked for a vote on the proposed changes to the University investment portfolio as recommended by Standish, Ayer & Wood, investment counsel. In accordance with the vote of the Board of Trustees of June 30, 1966, empowering Kenneth W. Johnson, as Treasurer of the University of Massachusetts, to take certain actions relative to the endowment and trust funds of the University, it was moved, seconded and

VOTED: To authorize and empower Kenneth W. Johnson, Treasurer of the University of Massachusetts, to execute the following transactions:

1. To sell the following securities:

RCA	1,500 shares
Holiday Inns	1,000 shares

2. To purchase, with the proceeds from the sale of the RCA and Holiday Inns securities, the following securities:

Johnson & Johnson	100 shares
Eli Lilly	400 shares

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Chairman Gordon commented for the record on the discussion which had taken place at the May 27 meeting of the Committee concerning the University insurance program. He said that Mr. Joseph Albert, insurance consultant, had advised the Committee that a binder had been placed on the General Liability insurance coverage, but that he had not yet been successful in obtaining insurance for malpractice in connection with the UM/Worcester Medical School and Teaching Hospital.

Treasurer Johnson informed the Committee that, since the last meeting, Mr. Albert had been able to extend the General Liability coverage to include UM/Worcester nonmedical employees and had indicated he did not think it would be difficult to obtain coverage for students and paramedical employees.

Dr. Croce asked if the medical Trustees could help in obtaining malpractice insurance. Chairman Gordon replied that they might at a later date; at present he thought it wise to await the outcome of the Foley bill, which addressed this matter.

UM/Worcester--Physicians' Fee Schedules (Doc. T75-138)

Chairman Gordon then turned to the matter of Physicians' Fee Schedules--UM/Worcester (Doc. T75-138) and asked for action by the Committee. On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and adopt the University of Massachusetts Medical Center professional charges of group practice plan members for patient services as set forth in Doc. T75-138.

UM/Worcester--Addendum to Doc. T75-050, Rates for Patient Care and Services (Doc. T75-133)

The Chairman then asked for action on the addenda to Rates for Patient Care and Services--UM/Worcester, as outlined in Addendum to Doc. T75-050 (Doc. T75-133). On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the following categories of hospital charges: (1) Hospital Charges for Outpatient Clinic Visits, (2) Hospital Component of Ophthalmology rates, and (3) Walk-in visits to the Emergency Room, as set forth in Doc. T75-133, and to incorporate same in Doc. T75-050, said amended document to be redesignated as Doc. T75-050A.

UM/Worcester--Authorization of Direct Scheduling of Vendor Payments

The Chairman next called for a vote on the authorization of direct scheduling of vendor payments--UM/Worcester. On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize Dr. Reginald W. Butcher, John F. Stockwell, Robert L. Cathey and W. Clifford Fisher as signators on State Batch Transmittal Documents processed by the Medical School and Teaching Hospital to the State Comptroller.

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Chairman Gordon next asked the Committee to vote on the Establishment of the William H. Ross Memorial Fund (Doc. T75-139), and on motion made and seconded, it was

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Establishment of William H. Ross Memorial Fund (Doc. T75-139)

VOTED: To recommend that the Board of Trustees establish the William H. Ross Memorial Fund as an endowment fund for the purpose of making an annual award(s) of $500.00 from the income earned during the preceding fiscal year to a junior or senior enrolled as a full-time student enrolled at the University of Massachusetts at Amherst, and such awards shall be for tuition, fees, and educational expenses; therefore, to be eligible a student must be in good academic standing, be registered in a program major, demonstrate financial need but not necessarily be a member of a minority group, and present a written paper on the topic, "What I Plan on Doing After Graduation That Will Help Society as a Whole." The recipient(s) shall be selected by a committee appointed by the Chancellor consisting of a member of the Physics Department and two faculty members from any other department, School, or College of the Amherst campus. An award to a junior shall automatically be continued for the senior year without requiring a new paper provided the student shows a continuing need for financial support and remains in good academic standing.

Revocation of Delegation of Authority

The Chairman then asked for a vote with regard to Mr. Donald Cadigan's request for the revocation of his delegation of authority, and on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees, in accordance with the request of Donald W. Cadigan dated May 12, 1975, rescind in its entirety the Trustee vote of April 26, 1971, authorizing Donald W. Cadigan to sign certain items for the University of Massachusetts.

UM/Amherst--Authorization to Sign Rental Agreement for Apartment Facilities in New York City for OUTREACH Program

Chairman Gordon called next for a vote on the request for authorization of a rental agreement in New York City for the UM/Amherst OUTREACH Program, and on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize the Chancellor of the University of Massachusetts, Amherst, or his designee, to negotiate a rental agreement for apartment facilities in New York City, said agreement not to exceed the academic year ending May 31, 1976, for the purpose of housing approximately 14 interns from the University who will be administrative interns. Further, to recommend that the Treasurer of the

University be empowered and authorized to execute a lease agreement for and in behalf of the University in furtherance of said purpose upon successful completion of said negotiations.

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The Chairman then turned to the final item on the agenda requiring action, the Implementation of New State Payroll System, (Doc. T75-140), and on motion made and seconded, it was

University of Massachusetts "Zero Balance" Advance Payroll System (Doc. T75-140)

VOTED: To recommend that the Board of Trustees authorize the implementation of the "zero balance" advance payroll system in the New England Merchants National Bank, Boston, as described in Doc. T75-140.

VOTED: To recommend that the Board of Trustees designate, effective with the first weekly payroll for the fiscal year 1976 (July 1975) or as soon thereafter as is technically feasible, the New England Merchants National Bank, Boston, as the payroll disbursement bank for the University of Massachusetts; and that the Board of Trustees discontinue the payroll accounts in the State Street Bank and Trust Company, Boston, and the First National Bank of Amherst upon the clearance and reconciliation of outstanding checks drawn thereon.

The Chairman announced that the next meeting of the Committee would take place at 4:00 p.m. on June 18, emphasizing that it would be an important meeting and urging all members to try to arrange their schedules so that they could attend.

There being no further business to come before the Committee, the meeting was adjourned at 9:30 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

June 4, 1975; 9:00 a.m.

Room 211, College II
University of Massachusetts/Boston

PRESENT: Trustees and Trustee Staff: Chairman Shaler; Trustees Haigis, O'Keefe, Rothenburger, Shearer; Mr. Mehegan, recorder

Office of the President: Mr. Gartenberg, Budget Director; Mr. Keith, Associate Vice President for University Policy

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs

Guests: Charles Ford, Anthony Gailliard, Dorothy Muller, Henry Ragin

UM/Amherst--
Residence Halls
and Dining
Commons, FY 1976
(Doc. T75-130)

The meeting was called to order at 9:05 a.m. Chairman Shaler turned to the agenda, which consisted of Residence Halls and Dining Commons, FY 1976--UM/Amherst (Doc. T75-130). He informed the Committee that a vote which had been taken at the May 20 meeting had contained an error in wording, and he asked for a motion to reconsider the vote. The vote should have been a recommendation to the Executive Committee. It was so moved, seconded and

VOTED: To reconsider the Committee vote of May 20, 1975 with respect to the use of Residence halls at the University of Massachusetts at Amherst.

It was then moved to adopt the vote as amended. Upon a second, it was

VOTED: To recommend to the Executive Committee that, effective the fall semester 1975, for one year, all full-time undergraduate students (enrolled for twelve semester credits or more) on the Amherst campus be required to live in on-campus residence halls during their freshman, sophomore, and junior years. Exemption from this requirement may be granted to the following: married students, veterans, students living in and commuting from the home of their parent(s) or guardians while in attendance at the University, and resident members of fraternities or sororities at the Amherst campus.

The Chairman next turned to a similar vote with respect to the use of dining commons on the Amherst campus. This vote

had been defeated at the May 20 meeting but, at the urgent request of Chancellor Bromery, it had been placed upon the agenda for today's meeting for further discussion.

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Chairman Shaler informed the Committee that there was already a policy voted by the Trustees which required subscription to use of the dining commons, but the present regulation exempted students over the age of 21. He observed that the Amherst campus understandably wished to change the exemptions to the rule, since the 21-year-old exemption was no longer in conformity with the age of majority. If the Trustees did not change the policy, the Chairman said, the old rule would remain in effect.

Vice Chancellor Gage told the Committee that the Amherst campus strongly favored the eventual replacement of mandatory use of residence halls and dining facilities with a voluntary system. But this change could not be put into effect by September, he said, because of the extensive planning and advance preparation that would be required. Although studies and the experience of other Universities have shown that, with a voluntary system which is properly planned and managed there would be a waiting list of students wishing to get into the dormitories, a hasty change-over would be a disaster.

If the mandatory rule were dropped at this time, he said, the number of boarding plan subscribers would drop by half. In order to meet the $670,000 annual debt service then, the University would have to double the rates for the remaining students. This in turn would make the residence halls and dining commons even less competitive, driving out still more students. In addition, said Dr. Gage, a changeover now would result in the layoff of a hundred full-time staff and three hundred student staff.

Dr. Gage stressed, in answer to Trustee Shearer's question about the length of time this policy would continue, that the votes on the residence halls and the dining commons would have the effect of compelling the campus to return in a year with a new proposal. He said he fully expected to return to the Trustees with a proposal for a voluntary system by December 1975 for Board action by February, There being no further discussion, it was moved, seconded, and

VOTED: To recommend to the Executive Committee that, effective the fall semester, 1975 for one year, all full-time undergraduate students (enrolled for twelve semester credits or more) on the Amherst campus be required to subscribe to a boarding plan in the campus dining commons during their freshman, sophomore, and junior years. Exemption from this requirement may be granted to the following: married students, veterans, students living in and commuting

from the home of their parent(s) or guardian while in attendance at the University, and resident members of fraternities or sororities at the Amherst campus.

Trustee O'Keefe cited a suggestion made at the joint meeting of the Trustee Budget and Finance Committees by Trustee Gordon, that the campus explore the possibility of executing a contract with a food service company to manage the campus dining facilities. Trustee Gordon had said it would be desirable for the campus to try out such a system on a few dining facilities to determine if such a system of operation would be feasible, and Trustee O'Keefe suggested that it be tried with a view toward a changeover by the Spring semester of 1976.

Dr. Gage remarked that such an experiment might not yield the kind of data which would be useful. He also said that the fiscal planning for FY 1976 had been based upon a complete University-run system. To sign a contract for outside management of a few dining commons would throw the fiscal projections for FY 1976 off balance. It might be necessary to have careful controls on such an experiment. He explained further that the campus had asked five food service firms if they would be interested in taking over the operation of the dining commons altogether. The firms had indicated some interest if the mandatory rule were to remain in effect. If it were to be dropped, they might bid, but indicated little interest in being sharply competitive. The most they would offer, said Dr. Gage, was management consultation in a conversion to a voluntary system of a fast-food operation.

There being no further business to come before the Committee, the meeting was adjourned at 9:30 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEES ON THE BUDGET AND FINANCE

June 4, 1975; 9:30 a.m.

Room 207, College II, Harbor Campus
University of Massachusetts/Boston
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairmen Carlson and Gordon; Trustees Breyer, Croce, O'Keefe, Robertson, Rothenburger, Rowland, Troy, Weldon; Treasurer Johnson; Ms. Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Assistant Budget Director; Mr. Lewis, Staff Assistant, Budget Office; Mr. Searson, General Counsel; Mr. O'Leary, Assistant Counsel

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Prof. Fletcher, Faculty Representative

UM/Boston: Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director; Mr. Tubbs, Vice Chancellor for Student Affairs; Ms. Furman, Assistant to the Vice Chancellor for Student Affairs

UM/Worcester: Mr. Stockwell, Associate Dean of Administrative Affairs and Hospital Director; Dr. Wheeler, Chief of Surgery

Guests: Charles Ford, UM/Boston, student; Dorothy Muller and Henry Ragin, UM/Amherst, students

The meeting was called to order at 9:35 a.m. by Trustee Carlson, Chairman of the Committee on the Budget. Trustee Carlson said that at the meeting of the combined Committees on May 27, the various fee changes had been discussed, some had been amended, and it had been suggested that a few be deferred for further study. Since a quorum was not present, he said, this special meeting had been called for the purpose of voting on the various fee changes. He remarked that copies of the proposed votes had been distributed and that he would ask for votes on each item separately.

UM/Amherst--Fee-based Budget (Doc. T75-121)

Trustee Carlson turned first to the proposed FY 1976 Fee-based Budget, UM/Amherst (Doc. T75-121), indicating that the Committee would not be voting on the budget itself, which would be approved at a later date, but would vote on the individual fee changes contained therein. He then called for three votes related to boarding halls. On motion made and seconded, it was

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Loan of funds to Boarding Hall Trust Fund

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VOTED: To recommend to the Board of Trustees a loan of up to $110,000 to the Boarding Hall Trust Fund from the Student Housing Room Deposit (#0-16510) at 5.0% yearly interest, compounded monthly, to provide working capital subject to repayment on or before October 1, 1975.

It was also

Dining Hall Fees

VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority that the following schedule of charges be adopted effective September 1, 1975 for meals served in dining facilities included in the Third, Fifth, Seventh, and Ninth Projects of the Authority:

A. For any 10 meals in the weekly period, Monday through Friday, within the academic semester--$328.00.

B. For any 14 meals per week within the academic semester--$368.00.

C. For all 19 meals per week within the academic semester--$403.00.

It was further

VOTED: To recommend to the Board of Trustees that, effective September 1, 1975, the following be adopted as the schedule of charges for meals to be served in Worcester Dining Commons:

A. For any 10 meals in the weekly period, Monday through Friday, within the academic semester--$328.00.

B. For any 14 meals per week within the academic semester--$368.00.

C. For all 19 meals per week within the academic semester--$403.00.

Residence Hall Fees

Trustee Carlson then turned to the proposed votes dealing with fee increases for the residence halls. Trustee O'Keefe asked whether it would be possible to obtain the additional funds required by using money from the reserve account rather than increasing fees to students, to which Trustee Carlson replied that at the May 27 meeting this matter had been discussed, and it had been the opinion of campus administration that to do so

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would not be prudent, since the reserve account is maintained to handle emergencies. Trustee Gordon, Chairman of the Finance Committee, asked that dialogue begin immediately between the students and the Amherst administration with regard to the proper balance between reserves and inflationary costs, so that the Committee will have the benefit of their advice in enough time for thorough discussion before a vote is required on fees for FY 1977.

There being no further discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority, that the following per occupant charges reflecting either a $25 or $30 increase in all projects be approved, effective September 1, 1975:

Project	Annual Charge	Semester Charge
Project I	$645.00	$322.50
Project II, IV, VI, VII, X	$705.00	$352.50
Project XII	$725.00	$362.50

It was also

VOTED: To recommend to the Board of Trustees that effective September 1, 1975, the following charges be established for student accommodations in dormitories in the Residence Hall Trust Fund:

Condition	Annual Charge	Semester Charge
Renovated	$705.00	$352.50
Unrenovated	$645.00	$322.50

It was further

VOTED: To recommend to the Board of Trustees that effective immediately the conference rates in the Residence Hall Trust Fund dormitories be as follows:

		New Rates (/night/person)	Present Rates (/night/person)
Single Room:	Basic Service	$3.00	$2.75
	Intermediate Service	$5.00	N/A
	Full Service	$9.50	$9.00

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Double Room:	Basic Service	$3.00	$2.75
	Intermediate Service	$3.75	$3.25
	Full Service	$6.50	$6.50

It was then

VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority that the conference rates in all dormitories of the Authority shall be as follows:

		New Rates (/night/person)	Present Rates (/night/person)
Single Room:	Basic Service	$3.00	$2.75
	Intermediate Service	$5.00	N/A
	Full Service	$9.50	$9.00
Double Room:	Basic Service	$3.00	$2.75
	Intermediate Service	$3.75	$3.25
	Full Service	$6.50	$6.50

Married Student Housing Rent Increases

Trustee Carlson then turned to the subject of Married Student Housing and asked for comments with regard to these fees. Mr. Gulko suggested that Dr. Gage might wish to comment on the status of negotiations between the campus administration and the University of Massachusetts Tenants Association with regard to FY 1975 fees. Dr. Gage reported that an agreement had been reached between the students and the administration whereby the students had turned over to the University most of the money held in escrow during the rent strike, and that the campus administration and the students were currently discussing the possibility of a student cooperative to handle married students' housing affairs. He said there had been no opposition to the proposed rent changes.

There being no further questions, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority, where appropriate, that the following monthly charges be approved effective September 1, 1975:

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	Type	Number of Units	New Monthly Rates	FY 1975 Monthly Rates
North Village (UMBA Project 13)	One Bedroom	120	$175.50	$165
	Two Bedroom	120	$195.50	$185
Lincoln Apartments (Residence Hall Trust Fund)	Studio	24	$122.50	$115
	One Bedroom	65	$138.00	$130
	Two Bedroom	16	$138.00	$130
University Apartments (Residence Hall Trust Fund)	Studio	11	$117.00	$110
	One Bedroom Efficiency	6	$143.50	$135
	One Bedroom Two Bedroom Efficiency	6	$165.00	$155
		18	$170.00	$160
	Two Bedroom	6	$191.00	$180
	Three Bedroom	3	$212.50	$200

It was also

VOTED: To recommend to the Board of Trustees that, effective June 1, 1975, the Amherst campus be authorized to offer short-term reduced rates to new eligible tenants in Married Student Housing at the following amounts:

	Full FY 1976 Rate (per mo.)	Authorized Reduced Rate (per mo.)
Lincoln:		
Studio	$122.00	$ 90.00
1 Bedroom	138.00	100.00
2 Bedroom	138.00	100.00
University:		
Studio	$117.00	$ 85.00
1 Bedroom efficiency	143.50	100.00
1 Bedroom	165.00	115.00
2 Bedroom efficiency	170.00	120.00
2 Bedroom	191.00	135.00
3 Bedroom	212.50	150.00

In no case shall a new tenant be granted the reduced rate for more than three summer months and not beyond August 31, of each year.

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VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority that, effective June 1, 1975, the Amherst campus be authorized to offer short-term reduced rates to new eligible tenants at the following amounts:

Type	Full FY 1976 Rate (per mo.)	Authorized Reduced Rate (per mo.)
North Village: UMBA Project 13		
1 Bedroom	$175.50	$125.00
2 Bedroom	196.50	140.00

In no case shall a new tenant be granted the reduced rate for more than three summer months and not beyond August 31, 1975.

Campus Center Garage Rates

Trustee Carlson next asked for two votes dealing with rates for the Campus Center Garage. Trustee Gordon asked whether this matter had been discussed with the University of Massachusetts Building Authority since the time of the May 27 meeting. Trustee Troy said he did not believe that it had, and emphasized the importance of consulting the Authority with regard to issues which directly affect it. Treasurer Johnson informed the Committee that the Board of Trustees had to obtain the concurrence of the Building Authority on all votes affecting its projects, and a motion was made to amend the vote to indicate that the Committee was recommending the increases to both the Board of Trustees and the Building Authority. A motion was then made and seconded, and it was

VOTED: To recommend to the Board of Trustees and to the University of Massachusetts Building Authority that the following be established as the rates for the Campus Center Parking Garage, effective July 2, 1975.

$.30 per hour to a maximum of $1.25 for 9 hours. At hour #9 the rate will be increased by $.15 per half hour to a maximum of $2.50 for 24 hours. First hour $.30 minimum and second hour $.30 for any portion of that hour.

Hotel Guests - $1.50 per night.

Permanent rates will be $10.50 per month allowing two motor vehicles per space. For more than two cars, an additional $1 per car per month will be charged. For the months of

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December and January, the fee will be $16 per month payable before December 1.

Sixth level books will be sold for $19.50 with a nine hour limit per ticket.

Five Physical Plant service spaces will be available for repair and plant personnel 24 hours daily.

Motorcycles - $5 per calendar month using designated spaces in transient area.

It was further

VOTED: To recommend to the Board of Trustees that it be established as policy that the Garage Manager has authority to tow illegally parked vehicles from level one and handicapped areas in the Campus Center Garage.

Day Care Center Rates

Trustee Carlson then asked for a vote on hourly and weekly fees for the Day Care Center. There being no discussion on this matter, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees establish the following schedule of fees for child care on the Amherst campus effective September 1, 1975. All fees are for one semester.

University Laboratory School	$50 for two 2 hour sessions per week $100 for four 2½ hour sessions per week
University Day School	$150 for five 4 hour sessions per week
New World Day School	$135 for five 3½ hour sessions per week
North Village Day School	$150 for five 4 hour morning sessions per week $120 for five 3½ hour afternoon sessions per week
Grass Roots School	$150 for five 4 hour sessions per week (full fee) $120 for five 4 hour sessions per week (cooperative)
Infant Care	$180 for five 8 hour sessions per week

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Action Deferred on Graduate Student Program Fee

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Trustee Carlson then introduced the matter of the Graduate Program Fee, asking Counsel Searson for his recommendation. Counsel Searson asked that the vote on this fee be deferred until such time as he could review this matter in more detail to make sure that it conformed with the statute governing trust funds, Chapter 75, Section II. On motion made and seconded, it was

VOTED: To defer action to increase the graduate program fee pending further review of this matter by University Counsel.

Graduate Student Tax

Trustee Carlson next asked for a vote on the Graduate Student Tax, which he said had been approved by the Graduate Student Senate. There being no discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that for the academic year effective September 1, 1975, the graduate student tax be established at $26.00.

University Health Services Fees for Dental and Eye Care

Trustee Carlson then asked for two votes with relation to the University Health Services. These votes, he said, cover fees for eye care and dental care and were discussed at the last meeting of the Committee. There being no questions on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that, effective July 1, 1975 a fee for service for the eye examinations of $10 per visit be established.

It was further

VOTED: To recommend to the Board of Trustees that, effective July 1, 1975 fees for dental services be charged according to the attached schedule. Fees noted as prepaid will not be billed to students, as this is included in the health care provided by the Student Health Fee.
(Schedule appended as Attachment A.)

Action Deferred on Horseback Riding Trust Fund

Trustee Carlson turned next to the proposed Horseback Riding Trust Fund about which questions had been raised at the previous meeting. Mr. Searson asked that this vote be delayed until he could review more thoroughly its conformity to the Trust Fund statute. On motion made and seconded, it was

VOTED: To defer action to establish a Horseback Riding Trust Fund, pending further review by University Counsel.

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International Programs

The next agenda item involved fees for international programs, and Trustee Carlson asked if there were any questions on this item. There being none, on motion made and seconded, it was

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VOTED: To recommend to the Board of Trustees that, effective July 1, 1975 the fees for students involved in the various foreign programs be established as follows:

Program	Fee
Freiburg Year*	$ 300
Freiburg Summer	1,025
Oxford Summer	1,010
Grenoble/PAU Summer*	1,010

300 - UMass Student
775 - Non-Umass Student

*Does not include travel or room and board.

Residence Hall Telephone Trust Fund

Trustee Carlson next asked for two votes covering proposed increases in the fees for telephone service in dormitories. There being no discussion of this item, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees and to the Building Authority that, effective September 1, 1975 the new rate for dormitory room telephone charges in all Building Authority dormitories be $20.00 per semester or $40.00 per year.

It was further

VOTED: To recommend to the Board of Trustees that the new rate for dormitory room telephone charges in all dormitories of the Residence Hall Trust Fund be $20.00 per semester or $40.00 per year. These new rates shall be effective September 1, 1975.

Stockbridge Student Annual Tax

Trustee Carlson next asked for action with regard to the proposed increases voted by the Stockbridge Student Senate. On motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that effective September 1, 1975, the following schedule be established as the Stockbridge Student Annual Tax charge:

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	Class of 1976	Class of 1977 Regular Students	Class of 1977 Placement Students
Student Activities	$52.50	$52.50	$52.50
Distinguished Visitors Program Tax	1.50	1.50	1.50
Class Tax	11.00	6.25	6.25
TOTAL	$65.00	$60.25	$60.25
Comparable FY 1975 Tax	$56.00	$55.00	$51.50

Action Deferred on Fees Related to Composition Service Trust Fund, Administrative Data Processing and Management Systems Group

Trustee Carlson introduced the last three categories of fee changes, those dealing with type-setting costs under the proposed establishment of a Composition Service Trust Fund, those connected to Administrative Data Processing services, and those related to the Management Systems Group established in July 1974. He said he understood that there were still legal questions to be resolved on these issues. Mr. Searson confirmed this fact, and on motion made and seconded, it was

VOTED: To defer action with regard to fees related to the Composition Service Trust Fund, the Administrative Data Processing Services and the Management Systems Group pending further review by the University Counsel.

Trustee Carlson then turned to the matter of the Proposed FY76 Fee Increases - Boston Campus (Doc. T75-132). He asked if there were any questions with regard to the proposed fees. Trustee Rothenburger asked if it would be in order to hear from Charles Ford, President of the Student Activities Committee, with regard to the process by which the fees for the Boston campus came to the Committees. Trustee Carlson said such a report would be helpful to the Committees. Mr. Ford informed the Committees that he had received a memorandum from Vice Chancellor Tubbs asking for recommendations from the Student Activities Committee with regard to University health services. This request came in the middle of reading week and the exam period, and therefore he had not been able to get a quorum of members of the SAC Steering Committee to deal with the issue. However, a group of SAC members, not members of the Steering Committee, did meet and delineated a rationale for health fee increases. This rationale was forwarded to the Steering Committee of the University Assembly, but it was returned to the SAC indicating that more formal recognition of the provisions was necessary. Mr. Ford said that he took the matter to the full body of the SAC, after which the provisions were returned to the Assembly Steering Committee. Appropriate channels were followed in this review of the Health Service Fee increase and Mr. Ford indicated the concurrence of the SAC in the extended services which this fee would provide. He emphasized the importance

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of the provisions for upgrading and extending medical services in the establishment of these health fees. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the fee increases proposed by the University of Massachusetts at Boston as set forth in Doc. T75-132, effective July 1, 1975.

Trustee Gordon reiterated his suggestion that dialogue commence early in the year between all components of student government and the campus administration at both UM/Boston and UM/Amherst with regard to fee increases so that this material can be presented to the Budget and Finance Committees after full and extensive review by these groups and that their input can be presented through the proper channels to those Trustees who have to make the decisions.

Trustee Carlson then asked the members of the Budget Committee to consider an amendment to the vote taken at the May 27 meeting related to the Continuing Resolution, which will allow the University to spend money until the new budget is adopted. He said the proposed amendment would add after the words, "That the President be authorized to approve," the following phrase: "and adopt the policies and procedures governing" so that the vote proposed to the Board of Trustees would read as follows:

VOTED: That the President be authorized to approve and adopt the policies and procedures governing the expenditure of State and non-state funds by the three campuses, the Office of the President, and the Institute for Governmental Services from July 1, 1975 until such time as the Board of Trustees adopts the Operating Budget for FY 1976.

The approval of expenditure of State funds shall be consistent with the appropriate State statutes governing the FY 1976 appropriation.

Trustee Carlson asked if there was any further business to come before the Committees. Trustee O'Keefe

UM/Amherst--Rights of Student Legal Services

MOVED: That the UMass/Amherst Fiscal Year 1976 fee-based budget contain no restrictions which preclude the right of the Legal Services Office to sue the University and defend students in criminal actions.

Trustee Carlson said that he did not see how this action was related to fee changes. He said this was an entirely separate issue, since there were no such restrictions mentioned in the budget document. Trustee O'Keefe said such a vote would make it possible

for the students to obtain a court ruling on these issues. He said it was his understanding that at the present time there was a law prohibiting the use of state funds for the purpose of suing the state.

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Trustee Carlson asked Counsel Searson to explain to the Committees the issues involved. Mr. Searson stated that this matter had been discussed at some length at the May 20 meeting of the Committee on Student Affairs, that it was a complicated issue and that he could see some legal problems; e.g., a possible conflict of interest and a question of legal ethics. He said that he did not feel it would be in the best interests of the Trustees to make a decision with regard to this matter at the present time. He said he had requested from the students a written statement of the results of their research on this matter, but that they had not complied with this request. He suggested that the matter be tabled until he had time to give more study to the matter. Trustee Gordon asked how soon Counsel could render an opinion on this subject, and Mr. Searson replied that he hoped that it would be ready in a month or so. Trustee Carlson said the Committee could not vote without a prior written opinion from Counsel. On motion made and seconded, it was

VOTED: To table the matter related to the rights of the Legal Services Office to sue the University and to defend students in criminal actions.

Trustees O'Keefe and Rothenburger voted against this motion.

Trustee Carlson asked the students to provide the Counsel and the Trustees with their research on this subject. Trustee Breyer said it would be helpful if the students would provide Trustees with information before they ask for decisions. He said it would be helpful to know what the issue is and what action is desired. Trustee Carlson asked that this information be provided to the Trustees before the August Board meeting.

There being no further business, the meeting adjourned at 10:08 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

June 4, 1975; 10:00 a.m.

Room 211, College II
Harbor Campus
University of Massachusetts/Boston

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Abrams, Bicknell, Breyer, Carlson, Croce, Gordon, Haigis, O'Keefe, Robertson, Rothenburger, Rowland, Shaler, Shearer, Spiller, Troy, Weldon; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Secretary Hardy, Treasurer Johnson, Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Edelman, Vice President for University Policy; Mrs. Robinson, Vice President for Planning; Mr. Cass, Director of the Institute for Labor Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Assistant Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. O'Leary, Assistant Counsel; Mr. Post, Assistant Vice President for Planning; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Professor Fletcher, Faculty Representative; Mr. Gulko, Budget Director; Ms. Stack, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Professor Gagnon, Faculty Representative

UM/Worcester: Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Wheeler, Hospital Chief of Staff

Guests: Mr. Bernard Ingster of Hay Associates; Ms. Ellen Flannery

The meeting was called to order at 10:10 a.m. Chairman Healey called upon the President, who introduced Mr. Bernard Ingster of Hay Associates. The President said that Mr. Ingster would provide a general presentation on the organizational effectiveness section of the Hay Report, A Study of the Administrative Resources within the University of Massachusetts. Hay Report

In his introduction, Mr. Ingster said Hay Associates appreciated this opportunity to make what he described as a major study. He stressed at the outset the importance of seeing all of the findings as an integrated whole, and said he was gratified that the Trustees shared this view.

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Mr. Ingster explained that Hay Associates had concerned itself exclusively with human resources in the management process, and he observed that this involved far more than mere issues of financial compensation, but included also the impact upon individuals of organization structure and dynamics.

Speaking of the method which Hay Associates used, Mr. Ingster explained that the study had been carried out in a far different manner from similar studies in industrial organizations. In industrial organizations, he said, it is far more customary to make extensive use of the organization's own staff in a direct way, and added that only in rare cases is the consultant in private industry told to consider and make judgments independent of the organization itself. He said, however, that the study of the University of Massachusetts had been conducted in just such an independent way. Although at one point observations and recommendations had been provided to Mr. Kaplan to make sure they did not ignore important University organizational components, Mr. Ingster said he could think of no instance where a conclusion or recommendation had been changed as a result.

Without recapitulating all of the report's findings, Mr. Ingster cited what he saw as a strong interest of the University's key leadership in continued development of a true system of higher education. He said the University is now at a critical point--if it delays the changes necessary for continued development, its potential will begin to degrade. Specifically, he said, it would be unfortunate if the University were to continue the dichotomy--which he said had been appropriate in the first five years of multicampus existence--between policy and operations by which the President is restricted to identification and conceptualization of policy while actual implementation is delegated to the campuses. This process, Mr. Ingster said, must be altered if the possibility of creating a system of public higher education is not to be forever precluded, and he said the only way to alter it is to increase the role of the Office of the President in policy development. The President, he said, would not simply send a document to a campus and order that it be implemented. Rather, he would work closely with the campuses in translating concepts into functional services while bearing the responsibility for the effectiveness of the development process and the final function.

As things stand, said Mr. Ingster, fiscal and program information available for decision-making is relatively incomplete and fragmentary in its sources. He stressed that an integrated, comprehensive data system for strategic decision-making at the University of Massachusetts is absolutely vital.

Mr. Ingster urged the creation of the Organizational Design and Review Committee. This committee, he said, would consider recommendations which affect issue of organization at the University. The totality of functions which have to be examined in considering fundamental organizational change would be examined by this committee, covering the whole range of organizational effectiveness.

He also urged that the central budget office be provided with greater technical influence over the campus-level budget process, and that the budget director have the capacity to set forth general guidelines for the campuses' use.

Questions and discussion followed about the meaning and impact of the system in comparison with the branch institution. In a system, said Mr. Ingster, the autonomy of the Chancellor is greater than in a branch University where, for example, the provost may be inclined to relate directly to the President. Further, he said, there tends to be a greater differentiation of roles among the various campuses within the system; when a campus is given a special mission within the system, the campus chief executive can concentrate on that mission. The branch campus, he said, is a very tightly centralized organizational unit.

Mr. Ingster added that one of the changes which often takes place after a transformation to a system is that the campus executive gets some relief from the continuing focus on the non-academic aspects of leadership. He acquires a greater opportunity to concentrate on student affairs, academic program design and development, and formulation of academic offerings. A turning inward to campus affairs takes place.

Chairman Healey asked how the organization design review process should begin, and Mr. Ingster replied that a start should be made with conditions as they now are, with changes to evolve over a period of time.

Chancellor Bromery asked whether, in a system, every function should be physically located at the system office. Mr. Ingster answered that this need not be the case--that, in fact, most of the higher education systems in the country have not aggregated all resources at the center. It is not only possible, he said, but in some cases highly desirable that an operating service be supplied from a campus. Before such a service comes into operation on a system-wide basis, however, it is important that the influence of the Office of the President in fulfilling its responsibility for policy implementation not be detached too soon.

There were several questions about the role of the Trustees in the administration of the University. Mr. Ingster said the Trustees can frequently play an initiative role in stimulating new programming and in changing the direction of the University. But he said their primary role should be to hold the executive accountable for the development and implementation of policy; they should place the burden on the leadership of the University to develop the educational initiatives and management programming which will insure that the work of the University will go on. It is Hay's belief, he said, that the initiatives must remain with the executive, while the Trustees should place upon the President the responsibility to develop the management review techniques which the Trustees can use to determine whether or not the Office of the President is operating effectively.

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Addressing the issue of the role of the Trustees, Chairman Healey observed that the initiative for the creation of the new campuses came from the Trustees; indeed, he said, the initiative for the creation of a system of higher education came from the Trustees. While the campuses should always be encouraged to initiate policy proposals through the governance process, the Trustees should not hesitate to take an active part in determining University policy.

Further discussion followed on the issue of cooperation between the Office of the President and the campuses. Mr. Ingster stressed that the development of policy must have the participation of the campuses, otherwise the system cannot operate. Although a "unilateral operation" would constitute an ineffective system, he said, the ultimate capacity to say "no" must rest with the Office of the President, since the responsibility toward the public interest must rest at his level.

Trustee Robertson asked how to draw the line between policy initiation and development, and interference with campus-level implementation. No manager, he said, wants his superior to be looking over his shoulder as he attempts to implement policy, and he suggested that it might be desirable to leave a chancellor free to implement policy according to his own best judgment. Mr. Ingster strongly emphasized that, although this idea is often expressed--"tell me what to do and never mind how I do it as long as it gets done"--it is highly inappropriate. Any chief executive who would follow that principle, he said, is courting disaster for the institution because the implementation of policy affects policy itself.

Among other important areas of discussion were:

--That efficiency and effectiveness should be sought while careful consideraton of the importance of the special quality of an academic institution be maintained.

--That the proposed vote addressed mainly matters of financial planning and control at this time, and not matters of governance or principal officers.

--That the present understaffing of the Office of the President seriously undermines its effectiveness and, as presently constituted, is in serious contravention of Hay Associates' major recommendations. Mr. Ingster described augmentation of the Office of the President as "inescapable."

--That Hay Associates would provide the Committee with a restatement of the philosophy of the system of higher education which would address

the concerns of presidential accountability vs. unjustified interference mentioned by Trustee Robertson.

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Professor Gagnon said the faculty representatives of both campuses should have an opportunity to see the Hay report before its recommendations are implemented. He said the report had not been made available to either him or Professor Fletcher. President Wood remarked that copies of the report had in fact been available for many weeks, and added that the report had been a matter of public record since his press conference of April 24. He expressed surprise that the faculty representatives had not taken the initiative to acquire copies of the report.

A motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that, in order to implement the Hay Associates Study on an interim basis (pending a comprehensive presentation of policies and procedures to be made by the President to the Board of Trustees in September, 1975), it authorize the President to make the following adjustments in programs and organizational arrangements.

-- Adopt the recommended salary policy lines appearing as exhibit 25 of the Hay Study and apply them to the thirty-three senior executive positions analysed in the Hay Study and listed on page 30, resulting in new salary ranges for these positions.

-- Establish the Advisory Committee on Job Content Measurement and the Evaluation Review Committee, described on pages 65-67 of the Hay Study, to measure, where appropriate, the job content of professional nonacademic positions at the University of Massachusetts, by means of the Hay developed guide charts and the Hay recommended position data questionnaire and position description formats appearing in Section 9 of the study. Committee recommendations of appropriate salary ranges shall be made to the President for his final authorization and shall be a revision to current delegations of authority.

-- Establish the Organization Design Review Committee, as described on pages 68-69 of the Hay Study, to review the organizational structure of the University. The composition of the Committee shall be determined by the Board of Trustees. Committee evaluations and recommendations concerning organizational structure shall be made to the President

for his approval and submission to the Board of Trustees for adoption.

-- Reallocate the resources of the President's Office as required to strengthen its management capabilities, including the establishment of the position of vice president for financial planning and control, and accordingly restructure reporting relations of the management systems group and the administrative data processing center to place them on a University wide basis, and make appropriate adjustments in the Treasurer's Office to take into account these changes, including appropriate arrangements for its physical locations in Boston and Amherst.

-- Strengthen the University's internal audit mechanism to include the determination of the desirability of employing the open bidding process to select outside accounting firms when appropriate.

-- Take such other actions to implement the foregoing as the President may deem appropriate, notwithstanding any previous delegations of authority or retention of authority by the Board. However, salaries in excess of the maximum of the general salary schedule, salaries for Officers of the University and Chancellors shall require Board approval.

Academic Personnel Policy (Doc. T75-125)

At Chairman Healey's request, Trustee Troy, Chairman of the Committee on Faculty and Educational Policy, reviewed that Committee's discussion and action on the Academic Personnel Policy (Doc. T75-125). The Ad Hoc Multicampus Personnel Policies Committee, he said, had met for more than sixty meeting-hours in drafting the policy, and the document had received careful study on the campuses, particularly the Amherst campus. The Committee on Faculty and Educational Policy had gone over the policy page by page, and had made a few amendments which the Executive Committee had received. Vice President Lynton pointed out that an errata sheet which rectified typing errors had been compiled and also included. Trustee Troy said the vote was a provisional one which included a commitment to review the document in May 1976.

A discussion arose about the provision of the vote which stated that the policy would continue "only until September 1976." Both Trustee Gordon and Chancellor Bromery were concerned about a policy which would expire in one year. It was explained that the review and subsequent vote which the Board would take in August and September of 1976 was sure to take place, but Chancellor Bromery felt he would have difficulty implementing a policy with a one-year duration.

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President Wood and Trustee Breyer recalled that the Boston campus had been concerned that it have sufficient time to review the policy. This, he said, had led to the language in question. The President asked Chancellor Golino if replacing the phrase "only until September 1..." with "...to be reviewed by the Board of Trustees on or before September 1, 1976..." would be acceptable to the Boston campus. Chancellor Golino recalled that the concern of the Assembly had been about the adequacy of UM/Boston's review, and he said that if the adequacy of this process was assured, the new wording would be acceptable. It was therefore moved, seconded, and

VOTED: To recommend that the Board of Trustees adopt the University Academic Personnel Policy contained in Document T75-125, as amended, provided, however, that Section 6.1(a) shall apply only to instructors appointed after July 1, 1975; and

That, recognizing the importance of further review of the Academic Personnel Policy, including full discussion and evaluation by all members of the University community and recognizing further the need for additional consideration by the Boston campus, this policy shall be reviewed by the Board of Trustees on or before September 1, 1976; and

That Documents T63-050, T64-061 (except for Part II, Articles 5-7), T73-069 and any other policy, rule or regulation incompatible with the Policy are rescinded; and

That the President, after consultation with campus governance units and an ad hoc multi-campus academic personnel policy committee, review said Policy and recommend any appropriate modifications thereto no later than May, 1976.

UM/Worcester--Group Practice Rules and Regulations (Doc. T75-144)

The meeting turned to proposed Group Practice Rules and Regulations for UM/Worcester (Doc. T75-144). Vice President Edelman told the Committee that the plan had three purposes: (1) to achieve a balance between a faculty member's teaching and his or her clinical practice, (2) to regulate effectively the take-home compensation of faculty members as well as to limit the state's contribution, and (3) to maximize the amount of clinical income which goes to the Medical School.

He described the components of a full member's compensation: (1) an annual base salary to be drawn from University funds, (2) a group practice salary which would guarantee the minimum level of total salary and would be paid from the Group Practice Trust

Fund, and (3) an incentive overage, by which a member could receive a percentage of clinical income generated above his group practice salary. The amount of the incentive overage would be regulated by Table III of the document.

Trustee Bicknell asked if exceptions to the limits set forth in this table were anticipated, and both Mr. Edelman and Dr. Wheeler said there would be a few. Dr. Wheeler said it would be necessary to make these exceptions in order to recruit certain high-quality talent.

Mr. Edelman said there would be a cash flow problem at first, since it would be necessary to pay out before sufficient funds would begin to flow in. He said the provision in the plan which allows the Medical School to receive approximately 50 percent of the clinical income remaining after other obligations are met, with the rest going to the departments which generated the income, is important. In fact, he emphasized, the Medical School could retain as much as 80 percent of the net income in the beginning. He also emphasized that the plan sets forth maximum compensation; it is hoped that actual salaries will be below the limits.

Trustee Bicknell expressed reservations about the degree to which the plan fulfills the intent of item four of the Memorandum of Understanding (Doc. T75-114A). Discussion followed about the amount of consultation which had taken place with the executive branch of state government, during which Trustee Bicknell said the Department of Public Health had not sufficiently reviewed the plan. Secretary Parks asked how much time the Department of Public Health would need to review the plan adequately, and Trustee Bicknell replied that with all the pertinent information, a review could be completed in no less than three working weeks.

Dr. Wheeler stressed the necessity of having the plan in effect before July 1, and the proposal was made that the Executive Committee review the plan and act upon it on behalf of the Board at its scheduled June 25 meeting. This would give Trustee Bicknell the time needed to complete a review. It was, then, agreed that the Executive Committee would address the matter on June 25.

The meeting recessed at 1:00 p.m., and reconvened at 2:00 p.m.

UM/Amherst--
Residence Halls
and Dining
Commons, FY 1976
(Doc. T75-130)

The final item was a proposed policy for Residence Halls and Dining Commons, FY 1976 at UM/Amherst (Doc. T75-130). Trustee Shaler, Chairman of the Committee on Student Affairs, informed the members that his Committee had reviewed this matter at a meeting on May 20, and again at a meeting earlier in the day. The proposals, he said, had the recommendation of the Committee on Student Affairs.

Chancellor Bromery told the Committee that this proposal, to maintain the rule on mandatory use of residence halls and dining

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commons (with some exceptions), was a one-year measure dictated by fiscal necessity. He pointed out that the University had requested capital outlay funds for the past several years in part for the purpose of renovating the residence halls at a faster rate, but no funds had been appropriated for that purpose. It would also be desirable, he said, to refinance the bonds on the residence halls in order to keep down the cost of living in them. He said that a complex set of fiscal and legal issues had to be resolved for the University to make residence hall living desirable enough for a voluntary system to be workable. The University hoped to do this, he said, after necessary planning, but was reluctantly compelled at this time to ask the Trustees to continue the present system for one year with modifications in the exemptions.

Secretary Parks expressed discomfort with the proposed exemption of students who live in fraternity and sorority houses. He described this as "elitist." Chairman Healey and others explained that the fraternities and sororities had supplied a vital number of spaces for students at a time when the Legislature was pressing the University to accept more students. Indeed, the University had urged them to expand. It was pointed out that not all members of fraternities are exempted, but only those who reside in the houses on the campus.

Trustee O'Keefe initiated a discussion of what he described as extremely poor living conditions in the residence halls. He said they were densely overcrowded, that there was a high level of noise and vandalism, and said these conditions made study impossible.

Chancellor Bromery agreed that the conditions in some of the residence halls needed improvement, but said that in order to institute the changes in occupancy and rent structure which were desirable, it would be necessary to change the debt retirement system. It would be desirable from the University's point of view, he said, if the Commonwealth were to take over the financing of the residence halls. There was further discussion, focusing on specifics of residence hall management, after which a motion was made, seconded, and it was

VOTED: To recommend to the Board of Trustees that, effective the fall semester 1975, for one year, all full-time undergraduate students (enrolled for twelve semester credits or more) on the Amherst campus be required to live in on-campus residence halls during their freshman, sophomore, and junior years. Exemption from this requirement may be granted to the following: married students, veterans, students living in and commuting from the home of their parent(s) or guardians

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while in attendance at the University, and resident members of fraternities or sororities at the Amherst campus.

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VOTED: To recommend to the Board of Trustees , that effective the fall semester, 1975, for one year, all full-time undergraduate students (enrolled for twelve semester credits or more) on the Amherst campus be required to subscribe to a boarding plan in the campus dining commons during their freshman, sophomore, and junior years. Exemption from this requirement may be granted to the following: married students, veterans, students living in and commuting from the home of their parent(s) or guardian while in attendance at the University, and resident members of fraternities or sororities at the Amherst campus.

There was no further business to come before the Committee, and the meeting was adjourned at 2:30 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

June 18, 1975; 1:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Troy; Trustees Croce, Rothenburger, and Winthrop; Mr. Callahan representing Trustee Anrig; Ms. Flannery representing Trustee Bicknell; Secretary Hardy; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gluckstern, Special Executive Assistant to the Chancellor for Academic Affairs; Professor Fletcher, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Professor Gagnon, Faculty Representative

UM/Worcester: Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Wheeler, Chief of Surgery

Guest: Joanne Pearlman from UM/Amherst

Welcome to Trustee Winthrop

The meeting was called to order at 1:05 p.m. Chairman Troy welcomed Trustee Winthrop to his first meeting as a member of the Committee on Faculty and Educational Policy, and Trustee Winthrop expressed his pleasure at joining the Committee.

UM/Amherst and UM/Boston--Tenure Appointments (Docs. T75-151, T75-152)

The Chairman directed the Committee's attention to the first item on the agenda, Tenure Appointments for UM/Amherst and UM/Boston (Docs. T75-151, T75-152). At the request of the Chairman, Vice President Lynton provided the rationale for these appointments, which were in addition to those confirmed by the Trustees at their May meeting (Docs. T75-088, T75-107, T75-108). Nine cases in three categories were being presented from the Amherst campus. Three had been delayed for technical reasons, two had been held by the President for further clarification from the campus which had since been supplied, and four had been held by the Chancellor for further review and discussion prior to submitting his recommendation.

In the case of the four additional Boston appointments, two had been delayed by the President pending further information from the campus which had since been supplied and one had been

initially disapproved by the President who, as a result of additional evidence of scholarly strength, had changed his decision. One case had been deferred because the candidate's tenure decision year was 1976-1977. However, on advice of Counsel Searson provided at Chairman Troy's request, the President had reviewed the Chancellor's recommendation for tenure and arrived at a favorable decision.

Executive Session

At 1:15, a motion was made, seconded, and it was

VOTED: To enter executive session for the purpose of discussing tenure cases.

The executive session ended at 1:35. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the President's appointments to tenure at the University of Massachusetts at Boston, as contained in Doc. T75-152.

Tenure Grievance Procedure

Professor Gagnon expressed the concern of some faculty members recommended for tenure but not acted on favorably by the President. It had been their understanding, according to Professor Gagnon, that in cases in which the campus recommendations were favorable at all levels but the President's decision was negative, the individual would have an opportunity to present his or her case before the Committee on Faculty and Educational Policy.

Chairman Troy said that this was not a correct understanding of Trustee policy. If the President, he explained, does not appoint a faculty member to tenure, that individual may file a grievance through the campus Tenure and Grievance Committee. If as a result of this process the President does not change his decision, the individual may ask for a review by the Committee on Faculty and Educational Policy. In view of the Trustees' official delegation to the President of the sole power to appoint to tenure, the action of the Committee in such a case would consist of a review of the written record of the case, after which it could either support the President's decision or request that he review it again. Chairman Troy emphasized that a personal appearance before the Committee by the individual was not a part of Trustee policy.

Professor Gagnon said the individuals concerned were not clear about the role of the Tenure and Grievance Committee when the recommendations of the campus were uniformly favorable. What was the relationship, he asked, between the Tenure and Grievance Committee and the President's office? Chairman Troy replied that the individual would still have to follow the campus grievance route, and the campus could then ask the President to review his decision.

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Vice President Lynton remarked that Counsel Searson's opinion of Trustee procedure in such matters had been sent, during the previous week, to the three persons involved and to Professor Gagnon. Professor Gagnon said he had not seen such a letter, but added that he had not been to his office.

Professor Gagnon said he wished to express for the record the concern of the faculty and their wish that, if the three cases come before the Committee, members of the faculty be given the opportunity to contribute to the discussion. He also said the written record to be reviewed by the Committee on Faculty and Educational Policy could presumably be supplemented by any interested party. Mr. Lynton said, however, that the record would consist of that information upon which the grievance was lodged, not on subsequent information not concurrent with the grievance. Professor Gagnon observed that the written record which would come before the Committee would presumably include any legitimate added information, since this added information would also have been reviewed by the President.

Mr. Lynton pointed out that the President had accepted for his review additional information about these cases through the week of June 12. All of the additional information had become part of the written record. It would be this complete record which would constitute the basis of any grievance, he said, not any further information, except the result of hearings by the Tenure and Grievance Committee.

UM/Worcester--Departmental Organization

At Acting Dean Butcher's request, the Chairman next turned to the Worcester matters, taking first the Progress Report on Departmental Organization. Acting Dean Butcher said this list was merely a progress report, not a formal proposal for Committee action which, he said, would be more appropriately submitted by the new Dean. Dr. Butcher explained that the contemplated 28 departments constituted a much smaller total than had been planned earlier. There were no longer to be divisions within the Medical School, he added, but departments only.

A discussion ensued about the reasons for setting up some disciplines as separate departments while including others within departments. Mr. Lynton observed that, as in arts and sciences, it was necessary to strike a balance between too much consolidation and too much fragmentation. Ms. Flannery asked what designation was given to the specialties within departments, and Dr. Butcher said they were called "sections."

UM/Worcester--Establishment of a Department of Anesthesiology (Doc. T75-150)

Turning to the proposed Establishment of a Department of Anesthesiology at UM/Worcester (Doc. T75-150), Chairman Troy called upon Dr. Wheeler. Referring to Ms. Flannerys' suggestion during the preceding discussion that Anesthesiolgy should be included within the Department of Surgery, Dr. Wheeler said this would be poorly advised for several reasons. Anesthesiology is

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a separate department in most American medical schools, he said, and this is wise in reocgnition of its major and heavy responsibilities. In addition, this is a field in which it is extremely difficult to recruit outstanding persons and, if the discipline were to be a section within another department, it might become impossible. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees establish a Department of Anesthesiology at the University of Massachusetts at Worcester, as set forth in Doc. T75-150.

Ms. Flannery opposed the motion upon the instruction of Trustee Bicknell because, she said, he needed more time for a review and because he believed that Anesthesiology should not be a separate department.

UM/Worcester--
New Appointment
with Tenure
(Doc. T75-149)

The next item was a proposed New Appointment with Tenure at UM/Worcester (Doc. T75-149). Mr. Lynton said that by an oversight the letters of recommendation for the candidate had not been provided in advance of the meeting, and he pointed out that they were before the Committee now. Dr. Smith said he felt certain that the letters would confirm his view that this was an outstanding candidate who excelled in both clinical practice and teaching. He added the view that Dr. Wheeler had done a commendable job in recruiting him.

Ms. Flannery said she wished to express the concern of Trustee Bicknell about a conversation that she, Ms. Flannery, had had with Mr. Lynton that morning. She reported that when she had expressed concern about not receiving letters of reference for the candidate, Mr. Lynton had told her the assurance of quality was a matter of professional judgement which is primarily a faculty and administrative responsibility. She said she had expressed the view that credentials were important to the Committee's discussions. The Trustees, she said, should be the ultimate quality assurers, and should receive letters of reference as a matter of course.

Chairman Troy remarked that in his years as Chairman of the Committee he had been extremely pleased with the fullness of documentation which normally comes from the Medical School, and that over the years he had been extremely impressed with the solidity and distinction of the Medical School appointments.

Speaking of the specific appointment, Ms. Flannery said that Trustee Bicknell viewed this appointment, based upon the publication list alone, as possibly not comparable to other appointments previously made at the level of department chairman. She suggested that the Medical School might be rushing to appoint a chairman so that the Department of Anesthesiology may open in the fall. Trustee Bicknell wished, she said, to table this appointment until he had had time to review it adequately in view of his belief that the Department of Anesthesiology was not necessary for the opening of the hospital.

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Acting Dean Butcher said he took strong exception to Ms. Flannery's remarks. This appointment was the choice of the Executive Committee of the Medical School faculty, and he said the letters of reference would confirm that this candidate was highly recommended by eminent persons.

Mr. Lynton said that, while clearly the Trustees have the ultimate responsibility for everything that happens in the University including the quality of appointments, the Trustees have wisely used that responsibility with great restraint. The Trustees have never before issued a direct challenge to the professional judgment of the administration of the University. He described Ms. Flannery's remarks as such a challenge, and expressed his strong opposition to it.

Mr. Callahan asked if there had been opposition to the appointment on the part of the members of the faculty Executive Committee, and Dr. Butcher replied that it had been a unanimous choice. Dr. Wheeler provided further information from his own involvement with the candidate and emphasized his view of his great strength and suitability for the position.

Trustee Croce expressed the view that the appointment was a strong one. He added that he thought the Search Committee had done its work well, and said he did not believe the hospital should open without a Department of Anesthesiology. It was moved, seconded, and

VOTED: To recommend that the Board of Trustees concur with the President's appointment of Dr. Michael d'Arcy Stanton-Hicks as Professor of Anesthesiology with tenure at the University of Massachusetts at Worcester, as set forth in Doc. T75-149.

Ms. Flannery abstained.

Chairman Troy observed that the remainder of the agenda pertained to the Amherst campus, and the Worcester representatives were excused at their request. Chairman Troy began by pointing out that Mr. Gluckstern was making his final official appearance before the Committee, and he said this was a personal loss to himself and to others. He wished Mr. Gluckstern well in his new position in Maryland.

UM/Amherst--Establishment of Departments of Professional Preparation and Dance and Sports Studies (Docs. T75-143, T75-142)

Chairman Troy turned to two related Amherst matters, the Establishment of a Department of Professional Preparation in Physical Education and Dance (Doc. T75-143) and the Establishment of a Department of Sports Studies (Doc. T75-142). Mr. Gluckstern said there was little to add to the documentation, and outlined some of the details on the ongoing reorganization in these areas. There was a brief discussion, after which it was moved, seconded, and

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VOTED: To recommend that the Board of Trustees establish a Department of Professional Preparation in Physical Education and Dance at the University of Massachusetts at Amherst, as set forth in Doc. T75-142.

VOTED: To recommend that the Board of Trustees establish a Department of Sports Studies at the University of Massachusetts at Amherst, as set forth in Doc. T75-142.

The Chairman turned to the proposed Terminal Extension of the MBA Program in Greece (Doc. T75-146). There was no objection and upon motion made and seconded, it was

UM/Amherst--Terminal Extension of MBA Program in Greece (Doc. T75-146)

VOTED: To recommend that the Board of Trustees grant a terminal extension to the "Memorandum of Agreement: Pierce College (Athens, Greece) and the University of Massachusetts (Amherst)", (Doc. T75-039) through August 31, 1976, as set forth in Doc. T75-146.

UM/Amherst--Extension of University Without Walls (Doc. T75-147)

Turning then to the proposed Extension of the University Without Walls at UM/Amherst (Doc. T75-147), Chairman Troy called upon Mr. Lynton, who informed the Committee that the program had been initially created for a three-year period, after which a review was to take place to determine whether it should continue. Since that review had not been completed, he said, the Faculty Senate had voted a one-year extension for which Trustee approval was now requested. Upon motion which was made and seconded, it was

VOTED: To recommend that the Board of Trustees extend the mandate of operation of the University Without Walls through June 1976 as set forth in Doc. T75-147.

UM/Amherst--New Appointment with Tenure (Doc. T75-148)

The next matter was a proposed New Appointment with Tenure at UM/Amherst (Doc. T75-148). Mr. Lynton described the candidate as an extraordinary individual of great distinction whom many consider to be worthy of a Nobel Prize. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees concur with the President's appointment of Dr. Thomas Gold as Professor of Physics and Astronomy with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T75-148.

The final item on the agenda was a proposed Establishment of a Department of Communications Disorders in the School

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of Health Sciences at UM/Amherst (Doc. T75-141). This was described as basically an administrative transfer of an established area, but the elevation to the level of a Department required Trustee approval. After a brief discussion it was moved, seconded, and

VOTED: To recommend that the Board of Trustees establish a Department of Communications Disorders in the School of Health Sciences at the University of Massachusetts at Amherst, as set forth in Doc. T75-141.

There was no further business and the meeting adjourned at 2:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

June 24, 1975; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

COMMITTEE

PRESENT: Trustees and Trustee Staff: Chairman Knowles, President Wood; Trustees Shearer and Spiller; Secretary Hardy, Treasurer Johnson; Miss Eichel, recorder

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Post, Assistant Vice President for Physical Planning; Mr. Stephenson, Staff Associate, Planning Office; Mr. Bench, Assistant Counsel

UM/Amherst: Dr. Gage, Vice Chancellor for Academic Affairs; Mr. Littlefield, Director of Planning

UM/Boston: Chancellor Golino; Mr. Rawn, Assistant Chancellor for Community Affairs and Physical Planning; Mr. Meehan, Planning Director; Professor Gagnon, Faculty Representative

UM/Worcester: Dr. Butcher, Acting Dean; Mr. Greig, Director of the Physical Plant; Dr. Chlapowski, Department of Biochemistry

Invited Guests: Mr. George Pumphret, Chairman, University of Massachusetts Building Authority; Mr. Michael McKinnell of Kallmann & McKinnell, Architects; Mr. James Alexander of Anderson, Notter Associates, Architects; Mr. Charles Gwathmey of Gwathmey Sigel, Architects; Mr. Harold Roth of Roth & Moore, Architects

The meeting was called to order at 10:00 a.m. by Chairman Knowles.

UM/Amherst--Proposed Policy Concerning Mount Lincoln (Doc. T75-158)

Chairman Knowles asked the Committee to consider first Agenda Item 4, the delegation of authority for access to Mount Lincoln, UM/Amherst as detailed in Proposed Policy Concerning Mount Lincoln (Doc. T75-158). At the request of the Chairman, Vice President Robinson explained that the Amherst campus received frequent requests from agencies desiring to set up receiving and transmitting equipment on Mount Lincoln and that permission had been granted to one agency (Department of Public Works) at the last meeting of the Committee. She said the proposed policy would enable the Chancellor to handle these requests and grant permission to governmental agencies at his discretion. There being no opposition to the proposed policy, on motion made and seconded, it was

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VOTED: To recommend that the Board of Trustees authorize the Chancellor of the Amherst campus, at his discretion, or those designated by him, to prepare the necessary instruments to authorize governmental agencies to enter upon the land of the University at Mount Lincoln in Hampshire County for the purpose of installing and maintaining receiving and/or transmitting electronic equipment; further, to recommend that the Treasurer of the University be empowered and authorized to execute all instruments for and in behalf of the Trustees of the University in furtherance of these matters.

UM/Amherst--Motor Vehicle Rules and Regulations (Doc. T75-155)

Chairman Knowles next asked the Committee to consider the proposed revised Motor Vehicle Rules and Regulations, UM/Amherst (Doc. T75-155). Vice Chancellor Gage explained the modifications to the existing rules and regulations, saying that they were minor changes, chiefly intended for clarification. He said the changes included a reduction in penalty fees for some of the offenses and greater control over some of the parking lots.

On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the Motor Vehicle Rules and Regulations, UM/Amherst, as set forth in Doc. T75-155.

Marine Science Station, Hodgkins Cove, Gloucester

Chairman Knowles asked Mr. Littlefield to review the proposed Purchase of the Marine Science Station at Hodgkins Cove, Gloucester (Doc. T75-157). Mr. Littlefield explained that the University had capital funding to acquire the land, to construct a marine science facility and to renovate some of the present buildings.

Treasurer Johnson reviewed, at the request of Chairman Knowles, the history of the acquisition of the Marine Station property by the University of Massachusetts Foundation. He said that at the time the property was first considered for use as a Marine Station, it had been impossible to purchase it with state funds. The Foundation had, therefore, purchased the property with the assurance of financial assistance from the Board of Trustees. The Treasurer also pointed out that there is considerable legal work to be done before the purchase can be completed. It was then moved, seconded and

Purchase of Property (Doc. T75-057)

VOTED: To recommend to the Board of Trustees that Treasurer Kenneth W. Johnson be empowered to obtain an appraisal or appraisals and to purchase on behalf of the University the premises consisting of the land and buildings in Gloucester, Essex County, Massachusetts, and known

as the Marine Station, Hodgkins Cove, Gloucester, Massachusetts. Said premises shall be purchased from the present owner, University of Massachusetts Foundation, Inc. The purchase price shall be the balance of the outstanding mortgage owed to the present mortgagee, the Union National Bank of Lowell, as of the date of taking title. The Treasurer shall be further authorized to take such further action as is necessary to complete the purchase.

Chairman Knowles next asked for action by the Committee on the Request to Board of Trustees by the Gloucester Community Development Corporation for Permission to Use Part of the Marine Station, Gloucester, Property for Overflow Parking (Doc. T75-156). Chairman Knowles said that the purpose of this request was to make it possible for approximately ten cars to be parked on the Marine Station Property a maximum of three days a month, while the owners were attending the Alternate Education Center nearby. The document, said Chairman Knowles, contains restrictions limiting the use of the property except for the purpose specified. After brief discussion, it was moved, seconded and

Use for Overflow Parking (Doc. T75-156)

VOTED: To recommend that the Board of Trustees recommend to the University of Massachusetts Foundation that permission be given to the Gloucester Community Development Corporation to allow the parking of automobiles of those in attendance at alternate educational activities of the Corporation as given in Trustee Document T75-156 with the reservations recorded therein.

UM/Worcester--Proposed Parking Garage

Chairman Knowles next welcomed Mr. George Pumphret, Chairman of the University of Massachusetts Building Authority, and Mr. Michael McKinnell, architectural consultant for the proposed parking garage. At the request of the Chairman, President Wood reviewed the background of this proposal. He said the subject of a garage to be built in connection with the Medical Center has been discussed over a considerable period of time and that the present recommendation is an attempt to reconcile the desire of the Worcester campus personnel to keep the fees modest and the desire of the Building Authority to ensure that the garage will be self-liquidating. At the request of the President, Vice President Robinson reviewed the major points of the analysis prepared for the Committee, Parking Garage at UMass/Worcester, Analysis and Recommendations (Doc. T75-160): 1) the possibility of phased construction, with its effect on the fee schedule and general cash flow; 2) the assumption of cost sharing between the Medical Center and the Garage on the grounds that the garage is an essential part of the operation of the Center; and 3) construction cost reduction through the elimination of roof screening. The analysis concluded with a recommendation that Phases I and II be built initially and that Phase III be added at such time as it

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becomes necessary to meet the parking demand. Trustee Spiller asked if he was correct in his understanding that the proposed initial parking fees would be $3/month for students and employees and $8/month for faculty and staff, increasing over time to approximately $6.50 and $18 respectively if all three phases are constructed, and remaining at $4 and $8 if the third phase does not go ahead. He was assured that this was correct. Trustee Spiller then asked if the Worcester campus personnel had agreed to this fee structure. President Wood said that he had just received that morning a letter from Acting Dean Butcher suggesting three modifications to the recommendations of the Planning Office, including smaller fees. Trustee Spiller then moved that the vote be postponed until such time as the problem of fees could be resolved. Mr. Pumphret reminded the Committee of the Authority's continuing concern regarding the financial viability and said that he would recommend that the Building Authority not authorize construction of the garage until such time as the Board of Trustees would guarantee the financing. At this point, he and Mr. McKinnell left the meeting.

President Wood asked for discussion of Trustee Spiller's motion to postpone the vote. With the consent of the Chairman, he explained that the proposed vote did not establish fees or foreclose further modifications of the design or the construction schedule. The vote is simply to recommend that the Building Authority seek necessary legislative authority to operate in Worcester and proceed with detailed planning and design. He noted that, at the present time, the Building Authority is restricted to operating in Amherst and Hadley. President Wood asked Trustee Spiller if the intent of his motion was to table the building of the garage or merely the matter of the fee schedule. Trustee Spiller said that his concern was with the fee schedule and he withdrew his motion to table the vote. The President then moved and it was seconded and

VOTED: To recommend that the Board of Trustees request that the University of Massachusetts Building Authority seek legislative authority to finance and build a parking garage at the University of Massachusetts/Worcester, said project to be based on the feasibility study prepared by the Authority, dated March 1975, modified as recommended in the report and subsequent final specific recommendations from the Planning Office.

UM/Boston--Building 120 (Gymnasium) Approval of Revised Schematic/Preliminary Plans (Doc. T75-159)

At the request of Chairman Knowles, Mrs. Robinson introduced discussion of the revised schematic/preliminary drawings for Building 120 - Harbor Campus, UM/Boston (Doc. T75-159). She said this was the next step in the on-going plans for the gymnasium and that approval of the revised schematic/preliminary plans is required in order to develop drawings and solicit bids for construction of the foundations. Mrs. Robinson said that the revised plans call for the relocation of offices from the plaza to the 24 level; incorporation of space under the garage ramp to provide storage

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and a weight room; reorientation of ground level and community access from the northwest corner to the eastern face of the gymnasium; and provision of a gallery which will provide pedestrian cover, offer circulation space during spectator events and permit a possible future walkway extension to the pumping station. Mr. James Alexander of Anderson Notter Associates, Architects, commented briefly on the revised plans. In response to queries, he said that the interior seating capacity has not changed, and that the building is so designed that the pool can be made available without permitting access to the rest of the building. Trustee Spiller asked if the skating rink had been so designed that it could be used for purposes other than skating in the summer. The reply was that this is being studied. After further brief discussion, it was moved, seconded and

VOTED: To recommend that the Board of Trustees approve the preliminary plans for Building 120 (Gymnasium) at University of Massachusetts/Boston dated June 12, 1975 (Doc. T75-159) and authorize preparation of working drawings including contract documents required for the construction of the foundation and other necessary sitework for the project. This recommendation for approval is based upon assurances by the Architext to the Bureau of Building Construction that the total construction cost of the Building and associated outside landscaping and athletic facilities will be within the available funds of Eight Million Dollars ($8,000,000).

Kennedy Library

Trustee Spiller raised the issue of the proposed site for the Kennedy Library, saying that the recent statement by the Kennedy Corporation which eliminated consideration of the Amherst campus site as a possible location made it possible for the Committee on Buildings and Grounds to make a definitive recommendation with regard to the Library. After brief discussion, it was moved, seconded and

VOTED: To support President Wood and Chancellor Golino in their continuing efforts to bring the Kennedy Library complex to the UM/Boston Harbor Campus.

UM/Boston--
Calf Pasture
Pumping Station

Chairman Knowles turned next to the proposed plans for use of the Calf Pasture Pumping Station, UM/Boston, asking Chancellor Golino to introduce discussion of this project. The Chancellor said that UM/Boston campus personnel have been looking into possible uses for the Pumping Station, which is an architecturally impressive building adjacent to the Harbor Campus. He said the University has succeeded in obtaining a grant for a feasibility study on the adaptation of the building for use by both the campus and residents of adjacent neighborhoods. He said further that it has been possible to tie this building into plans for the gymnasium and, therefore, into the total campus design.

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Chancellor Golino then asked Mr. Rawn to discuss the proposal in greater detail. Mr. Rawn said the station was built in 1883 as the main facility for handling city sewage. It is now only used as an auxiliary facility but present plans call for this use to continue indefinitely. The feasibility study indicates that it would be possible to meet the Sewer Department's needs in an improved fashion while making 75 percent of the building available for such uses as a campus bookstore, student organization offices, a theater, art and craft studios, and multi-purpose space for community and campus activities. He said there are four possible sources of funding for the facility: state capital outlay, self-amortizing bonds, City of Boston community development revenue sharing funds and historic preservation funds. He said that if the uses of this building are such that they can replace a portion of the program intended for Building 08/02, the arts and science building, then capital outlay funds might be used. Mr. Rawn asked Mr. Charles Gwathmey, whose firm conducted the study, to show the Committee a model of the building showing possible renovations. Mr. Gwathmey noted that there are many options for arranging the interior space. Trustee Knowles expressed her concern that the proposed pedestrian bridge would obscure the view of the arch of the building. After further questions and discussion, Mr. Rawn noted that more detailed plans for the building would come to the Committee for approval if adequate sources of funding are identified. In reply to a query from Trustee Spiller, Mr. Gwathmey estimated the cost of the project renovations, new construction and pedestrian bridge as outlined in the schematic drawings.

UM/Boston--Phase II Approved by Office of Environmental Affairs

At the conclusion of discussion of this project, Chairman Knowles asked Mrs. Robinson to review several informational items for the Committee. Mrs. Robinson said that the final environmental impact report on Phase II construction at UM/Boston had been approved by the Office of Environmental Affairs and that construction could proceed within present appropriations.

UM/Amherst--Fine Arts Center

She further informed the Committee that the Fine Arts Center at UM/Amherst had been featured on the cover of the May 1975 issue of Architectural Record (Vol. 157, No. 5).

Emergency Capital Outlay Request

Mrs. Robinson then informed the Committee that Mr. Littlefield and representatives of the President's Office had made a presentation to the BBC and Office of Administration and Finance regarding possible items to be included in an Emergency Capital Outlay bill. These items included the campus safety program, redirection of existing modular project funds, and additional site work and equipment funds for UM/Worcester.

Space Use Report

Mrs. Robinson also called attention to the report of the Management Task Force on Space Utilization set up by the President in April, 1974, entitled "Space Information Assignment and Analysis." She said the report had been distributed to the Committee for informational purposes. She said the report was a first step in an effort to assure more effective space information and space use on each campus.

B & G Comm.
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UM/Amherst--
South Deerfield
Right-of-Way

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Chairman Knowles next asked Mr. Littlefield to explain the issue of the right-of-way in South Deerfield. He said that there is an awkward intersection in the town of Deerfield which the town and the county wish to correct by widening the right-of-way and improving the intersection. To do this will involve the taking of approximately 2 ½ acres of University-owned land which is not currently being used by the University. He said the Committee would be asked at a later date to transfer this land.

UM/Boston--
Use of 100 Arlington Street by School Department

At the request of Chairman Knowles, Mr. Post reviewed the status of Judge Garrity's court order that space be made available for a 1500 pupil comprehensive high school at 100 Arlington Street. He said that the University and the Public Facilities Department, City of Boston agreed that the available space could not possibly accommodate that number of students and that Judge Garrity had the matter under study.

Review of Building Authority Projects

Mr. Post further reported that the President's Office would be conducting during the summer months a review of all University of Massachusetts Building Authority projects. The results of this review, he said, will be presented to the Trustees in the fall.

UM/Worcester--
Status of Site Work

Mr. Post informed the Committee that the BBC had allocated $500,000 for site work around the teaching hospital at UM/Worcester, but that estimates for the work have substantially exceeded this allocation. Therefore, the Planning Office is recommending that the roadways, the outpatient and emergency parking lots and related site work be done at this time and that the mall and other landscaping be deferred and completed under a future contract. Trustee Spiller suggested that savings might be realized by substituting less expensive shrubbery and suggested that personnel from the UM/Amherst campus might be helpful in providing expertise and labor for the landscaping portion of this work.

UM/Amherst--
Commemorative Plaque on Tillson Power Plant

Mr. Littlefield also informed the Committee that a commemorative plaque was being placed on the new Tillson Power Plant in memory of Lionel D. Paradis, the physical plant engineer who worked with the designers of the plant. In this connection, Chairman Knowles asked Chancellor Golino what response he had received with regard to the use of memorial plaques at UM/Boston as a means of honoring students who had died while attending the University. Chancellor Golino said that he had received no response to date. Chairman Knowles asked Chancellor Golino to follow up on this matter, which he agreed to do.

UM/Boston--
Sculpture Competition

Chairman Knowles then asked Mr. Rawn to review the proposed sculpture competition at UM/Boston. Mr. Rawn said that this competition has been organized by a student working with the Art Department. The total cost of the project is estimated to be $24,600, of which $15,000 would be awarded to the winning sculptor.

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The funding proposal has the following components: (1) $6,300 from the Student Activities Committee, (2) $6,300 from an as yet undetermined University source, and (3) $12,000 from the Mayor's Office of Cultural Affairs on a grant from the Massachusetts Council on the Arts. The Art Department, he said, is solidly behind the project, since the campus is barren of major artwork. The campus will work during the summer on clarifying the funding commitments. He added that the Buildings and Grounds Committee would determine the location of the winning sculpture.

Naming of Buildings

Chairman Knowles said the issue of naming buildings has been on several agendas, and she would like to see action taken to resolve this matter. Trustee Spiller suggested that a questionnaire might be circulated to the Trustees asking their preferences for criteria for naming buildings; that is, what kinds of names the Committee should be looking for.

There being no further business, the meeting adjourned at 12:12 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

June 24, 1975; 11:00 a.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Carlson; President Wood; Trustees Robertson, Rothenburger, Troy; Secretary Hardy; Ms. Judd, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Professor Fletcher, Faculty Representative

UM/Boston: Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Budget Director; Professor Gagnon, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Mr. Cathey, Controller; Dr. Chlapowski, Department of Biochemistry

The meeting was called to order at 11:15 a.m. Chairman Carlson asked President Wood to comment on the Governor's Budget Recommendations (House I). After making general comments about the State's present fiscal status, he pointed out that the Governor's budget does not show a 10% across the board cut; further, the recommendations for some of the major state government departments show a substantial increase. He said that it appears that the University has received the largest cut of all segments of higher education. As a result, he said, he will make a full presentation of the University's budget requests to the Legislature at the public hearings, therein to show the consequences of budget cuts and to demonstrate the integrity of the budget submitted by the University.

FY76 Operating Budget

The discussion then turned to the FY 1976 Operating Budget and the status of the budget request. Mr. Gartenberg commented on the Governor's recommendations in terms of its presentation and format, and pointed out that some of the figures for the University are misleading. He used as an example the moving of the Commonwealth's college library book program from the Board of Higher Education to the University's appropriation without notation, so that it appears as if the University's budget is $92.7 million when in fact it is $90.9 million.

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The picture for the University, he said, at a $90.9 million level is clearly bleak; austerity programs or position freezes cannot adequately meet a budget reduction of that magnitude. A variety of more drastic steps would have to be taken if that amount is to be finally enacted. In preparation for legislative action and in consideration of the full impact of the budget, a two-step program is being adopted. First, the austerity program which has been in effect for the last six months will be continued on a temporary basis and made more stringent. Second, the budget recommendations will be studied in more detail to determine the specific impact of those reductions on specific programs and use this information in preparation for the legislative hearing process.

Mr. Gartenberg then referred to President Wood's June 23 memorandum which outlined the impact of a $90.9 million budget on the University. He pointed out that the Governor's recommendations make no provision for the teaching hospital and that the University would be unable to operate that facility on the funds provided. Overall, the effect, he said, would be detrimental to the long-range developmental plans for each of the campuses.

Mr. Gartenberg said that the next identifiable operating level which could be considered is $103.9 million; this figure would exclude the teaching hospital which would be handled separately. At this level, it would be possible to provide sufficient salary funds to meet the cost of currently authorized positions, meet the statutory commitments to classified employees to provide step rate increases, and provide sufficient funds to purchase fuel and utilities at current prices. It would not, however, be possible to provide for professional and faculty salary increases, to compensate for inflation in all non-personnel accounts and in fuel and utilities, and to continue important programs such as library acquisitions.

He pointed out that a $109.4 million appropriation would permit the University to carry out its level of operation in 1976 at the same level at which it operated in 1975, fully compensating for inflationary increases. This figure, again, would exclude the teaching hospital. Funds still would have to be provided for a number of crucial programs on all campuses, and this would have to be done by pursuing a number of short-term trade-offs between existing activities and developing activities.

Turning to the teaching hospital budget, Mr. Gartenberg said that it had not been included in any of the plateau numbers referred to. The $6.9 million requested represents a very carefully planned budget in terms of staffing, supplies, equipment and utilities. A $5.5 million level could be considered if the opening of the teaching hospital were delayed until late fall, if adjustments in hiring schedules were made, and if some marginal reductions were made in some of the non-personnel accounts on the campus.

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UNIVERSITY OF MASSACHUSETTS

COMMITTEE

Report on Continuation of the Austerity Program

After additional comments on the status of the budget request, Chairman Carlson said that he would like the Committee to receive a set of the possible alternatives for discussion by the Committee. With regard to the teaching hospital, he said, the alternatives are less numerous.

Commenting on the austerity program, Chairman Carlson said that, in the event that the Commonwealth's fiscal situation continues in the future, long-term programmatic approaches should be considered now, so that short-term austerity can be phased out reasonably promptly. Programmatic options and alternatives on the campuses should be looked at in order to plan on a long-range basis. Mr. Lynton pointed out that steps had been taken in that direction on the Amherst campus which will lead to an assessment of the complexities of academic programs and to the development of objective criteria by which program decisions can be made.

On the subject of professional and faculty salary increases, Trustee Troy asked about the status of faculty salaries in other states. Mr. Gartenberg said that the relative status of the University faculty has declined. Chairman Carlson said that under present economic conditions and present supply and demand for faculty members, as steady or as large increases as have been characteristic of higher education in the past cannot be expected. Mr. Lynton and Prof. Fletcher commented that the lack of salary adjustments and merit increases has had a negative impact on morale and recruitment and that an institution cannot be operated effectively without that kind of flexibility. Prof. Fletcher added that because of reductions in support services and the position freeze, faculty morale on the Amherst campus has suffered. Mr. Gartenberg said, on the subject on continuation of the austerity program, that it would probably last through the summer at which point the overall restrictions will be released and replaced by a Trustee-approved plan for the operation of each campus.

Mr. Gulko then spoke about the effects of the Governor's Budget Recommendations on the Amherst campus. He pointed out that those recommendations, when looked at by subsidiary account, fall below the FY 1974 level in almost every case. Reductions range as high as 37.7% in some accounts. He spoke about the effect the reductions would have on campus personnel, faculty, and student workers, and the very sizable impact on academic programs.

Turning to the Boston campus, the Committee heard a report by Vice Chancellor Hamilton on the effects of the budget cuts. He said that the impact of the approximately $2 million cut is largely on the payroll account, and that the options for meeting that impact on the Boston campus are narrower than that of the Amherst campus since a wide variety of program options do not exist. On the subject of college development, he said that it was felt that Colleges III and IV must grow even at the expense of a rollback in Colleges I and II. Prof. Gagnon commented that it was the sense of the faculty that they were willing

to take a proportion of what is to be done in the next few years, but were not willing to see Colleges III and IV grow at a pace that would cut Colleges I and II more than the overall cut asked for.

In response to a question from Trustee Troy, Mr. Hamilton reported that, although position vacancy freezes equal to $700,000 are already in effect on the Boston campus, additional freezes would have to be instituted, particularly in academic areas. This will have a severe effect on the teaching ratio. In light of this, said Chairman Carlson, the Trustees may have to reconsider enrollment goals because of fiscal constraints.

Acting Dean Butcher spoke next on fiscal impacts on the Worcester campus. Referring to the FY 1975 appropriation of $6.3 million, he pointed out that, adding the hospital positions which the Worcester campus was mandated to carry, the FY 1975 expenditures amounted to $7.2 million. This is the same figure recommended for FY 1976 by the Governor. In the absence of a budget for the teaching hospital, the House I recommendation for the Worcester campus therefore is not an increase.

He reviewed some radical measures which would have to be taken if the campus were to meet its financial commitments in the next few months. In addition, he noted that the Medical School is already extremely understaffed and that some morale problems were beginning to appear for the first time.

A discussion ensued on the lack of budget recommendations for the teaching hospital. President Wood said that, in part, the matter is a legal one and is in the hands of Counsel. Chairman Carlson added that it is a public commitment issue as well and that it calls for deliberation by the Legislature.

Chairman Carlson then proposed that the Committee recommend that the Executive Committee pass a resolution with respect to the University's response to the Governor's Budget Recommendations; it was therefore moved, seconded, and

VOTED: To support the sense of the following resolution:

> VOTED: The Executive Committee recognizes the serious fiscal condition of the Commonwealth. Nevertheless, the Executive Committee has concluded that the implementation of a budget for the University as included in the Governor's Budget Recommendations (House I) will make the provision of quality education to a scheduled 30,638 full time equivalent students an impossibility. Therefore, the President in consultation with the Chancellors is authorized to enter into discussion with the

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appropriate executive and legislative agencies and is authorized to respond in the name of the University to those responsible proposals which reflect the needs of the University and the fiscal condition of the Commonwealth.

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Allocation of Funds for Coopers & Lybrand (Doc. T75-162)

The Committee then turned to the Allocation of Funds for Coopers & Lybrand (Doc. T75-162). Mrs. Hanson presented the status of allocations to date, and after a motion was made and seconded, it was

VOTED: To authorize the transfer of $11,500 from Trustee Reserve to the Trust Fund Interest Account. These funds are to be used for payment to Coopers & Lybrand for services rendered.

There being no further business, the meeting adjourned at 12:35 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

COMMITTEE

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

June 24, 1975; 2:00 p.m.

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Rowland, President Wood; Trustees Carlson, Robertson, Rothenburger; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Ms. Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Edelman, Vice President for University Policy; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies

UM/Amherst: Chancellor Bromery; Mr. Bischoff, Associate Provost; Mr. Chappell, Acting Dean of the Graduate School; Professor Fletcher, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs

The meeting was called to order at 2:05 p.m. Chairman Rowland welcomed Trustee Rothenburger to the Committee.

UM/Amherst--Enrollment Planning

Chairman Rowland asked President Wood to introduce the first agenda item on enrollment planning at UM/Amherst. The President said the Committee had considered a series of staff papers and campus responses with regard to enrollment guidelines for the Amherst campus. He was gratified by the extensive campus involvement in this process. Action on the most recent campus proposals should, he suggested, await specific further work during the summer by the Chancellor's and the President's offices. He noted the criticality of this work in terms of the need for planning alternatives in this time of fiscal uncertainty.

President Wood said primary initiative and responsibility for enrollment policy lies with the Board of Trustees and the central administration, although faculty and students' views should receive appropriate weight in the process of enrollment planning. He said the determination of enrollment goals for one campus should be done in the context of enrollment considerations for the total University and in terms of major program emphases and resource parameters. The work of this Committee over the past 18 months in reviewing issues of enrollment and student mix--in addition to the Committee's statement on enrollment at Boston--demonstrates the value of a central locus for this process. He said it is time to take some tentative cuts as to the nature of programs. As the

Committee considers these factors, he said, and review the highly professional analysis and comments that have come from the Amherst campus, it must consider not only the total enrollment goals, but also the need for a statement about the commitment of the University to graduate programs.

President Wood said that it is important to emphasize that the University of Massachusetts is the public university of the Commonwealth with a national reputation for excellence in graduate departments and that a major investment has been made in a medical facility of high promise. He said the worth and excellence of graduate programs will be a determining factor in maintaining the University's distinctive mission and role from that of the state and community colleges and in maintaining a sense of equality with the private sector of higher education. In emphasizing the importance of graduate education in the mission of the institution, the President further noted that decisions must be made about the kinds of graduate programs which should be offered in a highly technological society with a rapidly changing economy.

In commenting on the Amherst proposal, the President said that it is forthright in its commitment to graduate programs as an essential benchmark of University character, but is less sensitive to issues of graduate reform in such matters as the character of credentialing, the character of instruction, the time for completion of program, and what he termed the "guild" pattern of Ph.D. instruction, particularly in the arts and sciences.

Most of the graduate programs authorized at UM/Amherst, he said, have now reached a critical mass in size and the need now is for concentration on improving the quality of programs. He emphasized the need to identify programs that lack the potential for distinction and programs the demand for which other institutions in the area cannot meet and then to determine the total graduate program emphasis. He questioned the utility of some of the masters' programs in the arts and sciences which do not lead to doctoral programs. Although terminal master's degrees in professional studies are of value, he said, he did not feel this was necessarily the case in all of the arts and science fields.

President Wood said that once these issues had been resolved for UM/Amherst, it would be necessary to consider how the development of graduate programs at UM/Boston would be affected. He suggested, as examples, the following alternatives to the continuation of on-campus incremental growth of existing graduate programs as a means of achieving program mix: dual degree programs such as engineering and business, business and law, business and resource development; three-year programs which provide a master's degree, beginning at the junior level; and off-campus programs that meet the criteria of demand, utility and effectiveness. Off-campus programs, he said, provide a means of increasing the number of students for sound educational reasons, not merely to combat adverse impact of enrollment on the surrounding communities. In time of tight money, he added, cost effectiveness of programs becomes a major consideration.

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Programmatic alternatives must be explored, he said. Should we continue certain liberal arts graduate programs? Should one of the new directions of the School of Education be the upgrading of community college faculty and programs? Other kinds of thinking must take place about graduate programs, he suggested, and this kind of planning must take place in association with ultimate numbers of students in order to develop the program options needed in achieving optimal mileage in budgeting and the wise allocation of resources.

President Wood informed the Committee that the Planning Office had prepared, for discussion purposes only, tables showing various options with regard to headcount and FTE enrollments both on and off campus. He concluded his remarks with the statement that he would come back to the Committee with proposals for enrollment guidelines.

At Chairman Rowland's request, Chancellor Bromery mentioned several factors which must be considered in providing off-campus programs: logistics, quality control and the residency requirement. He stated his concern that degrees given for off-campus programs be equal in quality to those for on-campus programs, and mentioned the need to consider the effect on dormitory occupancy.

Discussion ensued about how changes in student mix would affect the campus, and how the varying costs of the different programs could be determined. Vice President Lynton explained that, while master's level programs were moderately more expensive than upper-level undergraduate programs, a minimum enrollment of approximately 20 to 25 students in any one program may be necessary to make it cost effective. Doctoral programs, on the other hand, are considerably more expensive.

A discussion followed as to the proper goals and responsibilities of the University with regard to the education of the residents of the Commonwealth. Should it provide in-service training for private and public enterprises, for either or both? How far should the University go in providing intellectual enrichment for the citizenry? The desirability of cooperative ventures between campuses of the University, between the University and other institutions of higher learning in the area, and between the University and industry was explored.

The question arose as to whether off-campus programs might lead to the relocation of faculty and eventually to mini-campuses. The President said that it is important to specify that no capital outlay will be considered.

President Wood summarized the discussion by saying that whereas growth may be necessary on both campuses, at Amherst the emphasis should be on the quality of programs rather than on growth and that campus planning personnel should be looking at the various

options which can be taken depending upon the amount of resources that become available.

Chairman Rowland then turned the discussion to the development of priorities at UM/Boston. She referred the Committee members to the document before them which outlined the priorities set forth by the Committee after discussions with Chancellor Golino concerning his report, which was circulated to the Committee at the May meeting. Both Chancellor Golino and Mr. Babcock indicated that they were satisfied with the proposed policy statement. Chancellor Golino said he was in agreement with the Committee that undergraduate programs were of first importance and that all programs should go forward within the constraints of the budget. It was moved and seconded and

VOTED: To recommend that the Board of Trustees:

-- Commend the serious and important work of the New Directions Committee and the University Assembly of the University of Massachusetts at Boston under the coordination of the Chancellor, and:

-- While welcoming the continued development and evaluation of their recommendations for campus policy and programs, adopt the following policy statement on priorities for the University of Massachusetts at Boston:

Throughout its brief history, the University of Massachusetts at Boston has attempted to respond to a variety of often conflicting ideas with regard to programmatic direction, admissions policies and resource allocations. Current fiscal constraints make it clear that these conflicts cannot be resolved by pursuing an ever-widening agenda of commitments. Hard choices will have to be made with regard to the use of increasingly limited resources. In this context and with fresh acknowledgement of the continued importance of the University throughout the state and within the Boston urban area the Board of Trustees adopts the following priorities for the University of Massachusetts/Boston:

1) Continued undergraduate growth within the Board of Trustees' June 1974 enrollment guidelines and ceiling in order to ensure:

   a) Broad educational opportunity for the people of metropolitan Boston and adjacent communities;

   b) additional program diversity through the continued growth of Colleges II and IV and development of a range of relevant professional program options;

c) maximum effective use of existing capital investment and consequent decreased costs per student in a time of constrained resources;

d) an appropriate commitment to part-time and non-traditional students, including development of an extended day program.

2) Effective and increased access not only through program growth and diversification but through active recruitment, and adequate counseling, testing, support services, basic skills programs and financial aid.

3) Gradual development of selected graduate programs consistent with the achievement of priorities 1 and 2 and within the context of an approved campus-wide plan and University-wide priorities and needs.

At the request of Chairman Rowland, Mrs. Robinson reviewed for the Committee the contents of the planning notebooks which had been distributed.

Chairman Rowland then asked Mr. Cooley to present an overview of a model for contingency planning. Mr. Cooley began with a brief review of the basic purpose and outcomes of the February planning exercise. He stressed that it was becoming increasingly important for the University to be able to formulate and examine contingency options as part of its planning process. In conjunction with the February planning exercise, Dr. Warren Gulko and his staff developed a small planning model which could be very useful to the University's future planning efforts. Mr. Cooley then presented an example of how this model could be used to examine the short and long term effects of change in resources, enrollments, faculty workloads and programs. A brief discussion then took place as to how this model could be of assistance to the Committee in its long range planning deliberations.

There being no further business, the meeting adjourned at 4:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

June 25, 1975; 11:00 a.m.

COMMITTEE

Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Bicknell, Croce, Carlson, Gordon, Rowland, Troy, and Weldon; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Edelman, Vice President for University Policy; Mr. Gartenberg, Budget Director; Mr. O'Leary, Assistant Counsel

UM/Amherst: Chancellor Bromery

UM/Boston: Chancellor Golino

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Wheeler, Chairman of Department of Surgery and Hospital Chief of Staff

Guests: Ms. Ellen Flannery, Special Assistant to Commissioner Bicknell; Ms. Dorothy Jones, Assistant Secretary of Educational Affairs

The meeting was called to order at 11:00 a.m. Upon motion made and seconded, it was

Executive Session

VOTED: To enter executive session to discuss the Hay Report.

UM/Worcester--Group Practice Rules and Regulations (Docs. T75-144, T75-161)

The executive session ended at 1:05 p.m. Chairman Healey turned to the second item on the agenda, the proposed Group Practice Rules and Regulations for clinical faculty at UM/Worcester (Docs. T75-144, T75-161). At the Chairman's request, Vice President Edelman explained that he had met with Trustee Bicknell after the June 4 Executive Committee meeting and said changes in the plan had been worked out which he believed were acceptable to both Trustee Bicknell and the Executive Office of Human Services. All the changes were also acceptable to the Medical School and to counsel, he said, and were not of a fundamental nature. Trustee Bicknell remarked that his office and representatives of the Medical School had worked well together in making these changes, and he said it would be imprudent to delay action any further. He said he endorsed the plan fully. Upon motion made and seconded, it was

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VOTED: To approve and adopt the rules and regulations for the University of Massachusetts Medical School Group Practice (T75-144), as amended by memorandum dated June 20, 1975 (T75-161), effective June 29, 1975. The interim guidelines for the Group Practice (T75-065A) and the interim guide on salaries for the Group Practice (T75-013) are repealed effective June 29, 1975.

VOTED: To endorse, support, and encourgae the development of clinical care and teaching relationships between the Medical School and relevant state institutions, including but not limited to those under the Executive Office of Human Services, such relationships to include the appointment of qualified clinical personnel from Human Services and other appropriate institutions to the faculty of the Medical School in accordance with established University procedures for faculty appointments.

Change in Personnel Policy for Nonacademic Staff (Doc. T73-090R)

Chairman Healey next turned to Mr. Gartenberg to explain a change in the Personnel Policy for Nonacademic Staff (Doc. T73-090R). Mr. Gartenberg explained that the uncertain budgetary situation made necessary the temporary suspension of the portion of the policy relating to multi-year contracts. Until the budgetary situation, both long-term and short-term, could be clarified, nonacademic professional staff would receive one-year contracts. A motion was made and seconded, and it was

VOTED: To suspend those provisions set forth in the Personnel Policy for Professional Nonacademic Staff (T73-090R) concerning multi-year contracts.

FY 1976 Operating Budget

Chairman Healey called on Trustee Carlson, Chairman of the Budget Committee, to report on the meeting of June 24 and its discusssion of the FY 1976 Operating Budget. Mr. Gartenberg had briefed the Budget Committee, said Trustee Carlson, on the serious consequences of the Governor's proposed budget for the University, particularly the lack of a funding recommendation for the teaching hospital. The Budget Committee had voted, as a result of this information, to recommend that the Executive Committee empower the President to engage in conversations with the executive and legislative branches of state government to devise means to forestall these consequences.

Chairman Healey said he believed this vote carried out the sense of what the Trustees wished to achieve: a balance between the needs of the University and the fiscal condition of the Commonwealth. He expressed the hope that some accommodation could be worked out which would be acceptable to the executive and legislative branches of state government and to those charged

with safeguarding the welfare and high educational quality of the University. A motion was made and seconded, and it was

VOTED: The Executive Committee recognizes the serious fiscal condition of the Commonwealth. Nevertheless, the Executive Committee has concluded that the implementation of a budget for the University as included in the Governor's Budget Recommendations (House I) will make the provision of quality education to a scheduled 30,638 full-time-equivalent students an impossibility. Therefore, the President, in consultation with the Chancellors, is authorized to enter into discussion with the appropriate executive and legislative agencies and is authorized to respond in the name of the University to those responsible proposals which reflect the needs of the University and the fiscal condition of the Commonwealth.

UM/Worcester--Classification of Position Titles (Doc. T75-154)

The Chairman called upon Acting Dean Butcher to review the next item, a proposed Classification of Position Titles at UM/Worcester (Doc. T75-154). The position of Administrative Director of Radiology, said Dr. Butcher, had been favorably reviewed by the President. He said the individual contemplated for the position was uniquely suited for the position and would aid greatly in the development of excellence in the Department of Radiology in both the hospital and the Medical School. Dr. Wheeler added that the Department of Radiology was an extremely complicated technical operation and was highly important to the operation of the teaching hospital. A motion was thereupon made and seconded, and it was

VOTED: To approve and adopt the Classification of Position Titles, University of Massachusetts, Worcester, as contained in Doc. T75-154.

VOTED: That the classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

VOTED: That in accordance with the provisions of Chapter 648 of the Acts of 1962, the position title in the Professional Staff contained in Doc. T75-154 is classified at a weekly salary rate specified after the title of position subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

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Allocation of Funds for Coopers & Lybrand (Doc. T75-162)

At the Chairman's request, Mr. Gartenberg addressed a proposed Allocation of Funds for Coopers & Lybrand (Doc. T75-162). This allocation, he said, would cover the cost of some of the University-wide aspects of the Coopers & Lybrand study. There was a motion, which was seconded, and it was

VOTED: To authorize the transfer of $11,500 from Trustee Reserve to the Trust Fund Interest Account. These funds are to be used for payment to Coopers & Lybrand for services rendered.

Upon a motion made and seconded it was

Executive Session

VOTED: To enter executive session to discuss Personnel Actions.

After the executive session, motions were made and seconded and it was

VOTED: To confirm and approve the Personnel Action, UM/Amherst, as detailed in Doc. T75-153.

VOTED: To confirm and approve the Personnel Action, UM/Worcester, as detailed in Doc. T75-145.

VOTED: To confirm and approve the Personnel Action, UM/Worcester, as detailed in Doc. T75-166.

VOTED: To confirm and approve the Personnel Actions, UM/Worcester, as detailed in Docs. T75-163, T75-164, and T75-165.

VOTED: That every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to, or repealed by the Board of Trustees with respect to professional personnel under provisions of Chapter 75 of the General Laws as amended by Chapter 648, 1962. The classification, salary range, and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred, or determined by the Board of Trustees or under their authority.

There being no further business to come before the Committee, the meeting was adjourned at 1:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

COMMITTEE

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

August 19, 1975; 2:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees O'Keefe, Robertson, Winthrop; Secretary Hardy, Treasurer Johnson; Miss Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Brand, Associate Treasurer; Mrs. Hanson, Associate Budget Director; Mr. Heiney, Assistant Treasurer; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Boston: Mr. Baxter, Director, Budget and Control; Mr. Freeland, Dean of College IV; Mr. Patterson, Frank L. Boyden, Professor of the University

UM/Worcester: Mr. Fellner, Assistant Controller; Dr. Dalen, Chairman, Department of Cardiology

Invited Guests: Mr. Joseph Albert, Insurance Counselor; Mr. John Wilkins and Mr. John Wood of Standish, Ayer & Wood, Investment Consultants; Mr. Wallace Ackley, Mr. Eugene Freedman, Mr. Lawrence Pszenny and Mr. Murray Washtenheim of Coopers & Lybrand, Auditors

The meeting was called to order at 2:13 p.m. by Chairman Gordon.

Report of Investment Counsel

At the invitation of Chairman Gordon, Mr. John Wood of Standish, Ayer & Wood, Investment Consultants, reported on the current status of the market, stating that it has been improving as he had predicted. He said he had no specific recommendations to make with regard to individual stocks, but wished to propose some investment guidelines as set forth in the Investment Policy (Doc. T75-136) previously distributed to the Committee. This policy, he said, allows for fluctuation in the ratio of stocks to bonds as the condition of the market changes. At the request of Mr. Wood, Mr. John Wilkins explained the factors which had been considered in arriving at the proposed policy.

Mr. Wilkins said that the policy which they have proposed to the Committee is the result of an internal search to identify the economic variables which will affect the market. He said they had reached as a result of their study the following three conclusions:

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1. The real and gross national product will have a slower growth in the future than it has had in the past several years.

2. Inflation will continue for a long time.

3. Interest rates will remain high at the level of 8 or 9 percent.

Responding to questions from the Committee, Mr. Wood said that in the current market emphasis should be on short-term (less than five years) rather than long-term investments, that he did not anticipate any major changes in the University portfolio, and that he thought the investment policy guidelines should be reviewed on a yearly basis if not more often. There being no further discussion, the report of the Investment Consultants was accepted by the Committee.

Report of Insurance Consultant

Chairman Gordon next requested Mr. Joseph Albert, Insurance Consultant, to report on the various insurance negotiations for the University. Mr. Albert turned first to the matter of malpractice insurance at UM/Worcester for personnel other than physicians. This insurance, he said, is now obtainable through the Massachusetts Joint Underwriting Association established by the Foley bill, but the cost is fairly substantial. He said the premium for a policy to insure thirty residents would cost in the neighborhood of $48,000. Technicians, nurses, pharmacists, paramedics and students could be covered for substantially less, approximately $5,700.

The cost to cover UM/Worcester personnel, including hospital employees, for general liability insurance, he said, would be approximately $58,000. General liability insurance for the University, excluding the Worcester medical complex, amounts to about $22,000. Mr. Albert stated that the purpose of the general liability insurance policy is to protect individuals and not the University as a whole since the University itself is protected by the Doctrine of Sovereign Immunity. The Massachusetts Joint Underwriting Association can issue policies only to hospitals and licensed physicians.

Argonaut Insurance, he said, can provide malpractice insurance for about half the cost quoted by the Joint Underwriting Association, but the company has been in financial difficulty. Mr. Albert said that a solvency fund has been established by the State for the purpose of bailing out bankrupt insurance companies, but he would need to find out how large the fund is before determining the feasibility of purchasing insurance through a more economical source such as Argonaut.

It was agreed that malpractice insurance should be available to employees at the time of the opening of the hospital,

currently scheduled for December 1, and that since the outpatient clinic is currently in operation and residents are now working in hospitals in the area, coverage for these people is required immediately. In response to a query from Trustee Robertson, Mr. Albert said that the malpractice policy is designed to cover those persons not a part of the group practice plan. Physicians participating in the group practice plan purchase their own malpractice insurance.

It was the sense of the meeting that since malpractice coverage is more urgently needed than general liability at UM/Worcester, it should be purchased immediately and the purchase of general liability insurance could be deferred until further study identified various options for obtaining this coverage at a more reasonable cost.

Upon motion made and seconded, it was then

VOTED: That Joseph Albert, Insurance Counselor, be authorized to obtain a binder for malpractice insurance to cover residents (in accordance with list to be supplied by UM/Worcester), technicians, nurses, students, pharmacists and paramedics (excluding physicians), said insurance to be obtained from the Massachusetts Joint Underwriting Association for a period of one month, effective immediately.

Treasurer Johnson informed the Committee that although Mr. Albert had been authorized to put a binder on the general liability insurance coverage for the University, excluding UM/Worcester, no action had been taken by the Committee with regard to the payment of premiums for this insurance. Upon motion made and seconded, it was, therefore

VOTED: To recommend to the Board of Trustees that the insurance premiums for the General Liability Insurance coverage already authorized be paid after approval of the terms of the policy by the Office of the General Counsel.

UM/Worcester--Addition to Hospital Rate Book (Doc. T76-001)

Chairman Gordon asked Dr. Dalen, Chairman of the Department of Cardiology at UM/Worcester, to explain the additional charges being requested as outlined in Addition to University of Massachusetts Teaching Hospital Proposed Rate Book--Cardiovascular Medicine (Doc. T76-001). Dr. Dalen explained that the proposed fees would cover the cost of contracting for the services of Clinical Data Services Inc. to record and interpret electrocardiograms, which would be substantially less expensive than the purchase of this equipment and the hiring of a qualified technician to operate it.

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Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the physician's fees and hospital charges as set forth in Doc. T76-001, and to incorporate same in Doc. T75-050A, said amended document to be redesignated Doc. T75-050B.

UM/Boston--Authorization to Negotiate Contract with Northeastern University

At the invitation of Chairman Gordon, Vice President Lynton introduced the next agenda item, authorization for UM/Boston to negotiate a contract with Northeastern University whereby UM/Boston students may take and receive credit for course offerings at Northeastern University to supplement courses being offered by College IV, the College of Professional Studies. Mr. Lynton said he hoped that this was the first of many such cooperative ventures and then asked Dean Freeland to explain the proposed program in more detail. Dean Freeland said that this program is designed so that students may take advantage of a wider range of programs than can be offered by the Boston campus in its current financial constraints. He said that he and Professor Patterson had talked with many of the other institutions in the area and that he hoped additional similar cooperative programs may be developed with Northeastern and other institutions in the years to come. He said that UM/Boston will provide the core courses in its undergraduate management program and certain advanced courses, but that some specialized advanced courses which UM/Boston cannot provide, can be taken at Northeastern's College of Business Administration.

President Wood commented that he is enthusiastic about this first program of interinstitutional cooperation to be provided under a contractual arrangement. He said that it has now been four years since he first made the proposal to the Association of Independent Colleges and Universities in Massachusetts that such cooperative ventures be developed.

President Wood stated that he believes the program presented by Dean Freeland of College IV is a good one, and he encouraged such contractual arrangements when it is determined that the services purchased cost less than an in-house program would cost. He added that the issue of redundancy would also be a factor to be considered. He emphasized that whatever cost formula is worked out with Northeastern for costing, it should not necessarily set a precedent for other interinstitutional arrangements in the future.

There being no further discussion, upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the administration of the University of Massachusetts at Boston in consultation with

the President's Office to commence the negotiation of contractual relationships with Northeastern University whereby students enrolled in the Management Program in the College of Professional Studies at UMass/Boston will be entitled to enroll in courses offered by the College of Business Administration at Northeastern University. Further, that this authorization be subject to the following conditions:

(1) The program shall be limited to advanced elective courses not offered by UMass/Boston and to eligible students;

(2) The contractual amount to be paid by the University to Northeastern for each course enrollment shall not exceed the respective credit hour cost paid by a full-time day student in the undergraduate program in the College of Business Administration, of Northeastern University, as shall be specified in the contract;

(3) The experimental programs established by the aforesaid contracts shall be for a period not to exceed three years and not to commence prior to the fall semester of 1976. The program will be independently evaluated by each institution at the conclusion of the stated period.

(4) All contracts shall be subject to the availability of funds; a minimum level of $20,000 and not to exceed $40,000 shall be included in the University's Fiscal Year 1977 Budget request to fund the operation of the program during the 1976-77 academic year.

(5) All contracts shall be subject to review by the General Counsel to the University, and approval by the Board of Trustees.

UM/Amherst--Horseback Riding Trust Fund (Doc. T76-002)

Chairman Gordon asked Chancellor Bromery to introduce two items which had been deferred at the joint meeting of the Budget and Finance Committees on June 4. Chancellor Bromery turned first to the establishment of a Horseback Riding Trust Fund--UM/Amherst (Doc. T76-002). He informed the Committee that this activity is a voluntary activity and, therefore, the fee to be established would be a voluntary one. There would be no cost to the University for this program. He said the Office of

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General Counsel had reviewed the program statement and found this activity to be one for which a trust fund could legally be established.

On motion made and seconded, it was then

VOTED: To recommend to the Board of Trustees that a voluntary thirty dollar ($30) per semester fee be established for students participating in the horseback riding program at the University of Massachusetts at Amherst as set forth in Trustee Document T76-002; further, that said fees shall be deposited in the Horseback Riding Trust Fund.

It was further

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to establish in accordance with University policy a Horseback Riding Trust Fund at the University of Massachusetts at Amherst for the deposit of fees collected from students participating in the horseback riding program; further, that expenditures from said trust fund shall be for the purposes set forth in Trustee Document T76-002.

UM/Amherst--Graduate Program Fee Increase

Chancellor Bromery then introduced the second deferred item, the Graduate Program Fee--UM/Amherst. He said that in this case the trust fund had already been established and the request before the Committee was for an increase in the fee from $10 to $50. Counsel, he said, had reviewed this fee increase and had no objection to it. Therefore, on motion made and seconded, it was

VOTED: To recommend that effective January 1, 1976, the Graduate Program Fee, UM/Amherst, be and hereby is established at a rate of $50 per semester.

Both of the above fees, if approved by the Board of Trustees, are to be incorporated in the FY 1976 Fee-based Budget, UM/Amherst (Doc. T75-121), which was approved by the Board on June 4, 1975.

UM/Amherst--Audit of the School of Education

Chairman Gordon then asked President Wood to introduce the subject of the audit of the School of Education, UM/Amherst. President Wood said this matter has occupied a good share of the time of the Finance Committee, as well as that of the offices of the President, the Treasurer and the Chancellor since December. Vice President Lynton, he said, had reported at the August meeting of the Board of Trustees on the program development in the School of Education. The Committee, he said, now had before it the

reports of the various internal audits conducted by the Treasurer's Office as well as the report of the external audit conducted at his request by Coopers & Lybrand. Also included in this material, he said, was a summary report by the Treasurer on the internal audits and a summary report by himself on the entire package. All this material, he said, would be distributed to the legal, legislative and executive departments of state government as well as to the press, following this meeting.

President Wood said that investigations conducted by various law enforcement agencies had caused some delay in the work of the auditors, since these investigations made access to some of the records difficult. He said that although it was found that some funds had been misused, the total amount misused was considerably less than had been reported by the Press. He said even a limited amount of misuse of funds is unacceptable and that steps were being taken to correct the processes which had made it possible. He stated his feeling of responsibility as an administrator for the weakness of the general system which relied on procedures of the 60's, and he stated that major reforms were now underway. He said also, that the audit reports indicated the soundness of the action of the Board of Trustees in its response on June 4 to the recommendations of the Hay Report. President Wood expressed his indebtedness to the representatives of Coopers & Lybrand for their readiness to understand the inner workings of a university and for their concern about the University and its integrity. He then called upon Mr. Wallace Ackley of Coopers & Lybrand to summarize the findings of their audit.

Mr. Ackley said the Coopers & Lybrand review had been conducted in two phases--Phase I, a review of systems for processing and accounting for contracts and grants, and Phase II, tests of contracts and grants of the School of Education. Their conclusions are, he said, that the School of Education exhibited variations such as are found in other similar institutions. The Dean's objectives were broadly set, he said, which created an environment that led some members of the staff to feel that the ends justified the means. Mr. Ackley reported that they found little money which was misused for personal gain, but simply that money was used for purposes other than those allowed under the terms of the contracts. As an example, he said money for honoraria might have been used as a means of giving financial aid to students. He said that since the audits by the FBI, HEW and the internal units of the University all covered somewhat different areas from that of Coopers & Lybrand, he felt that the ground had been thoroughly covered. He said that Phase I of their investigation revealed the need for a vice president for management and a strong person in the role of vice chancellor for administration and finance on each campus. President Wood stated that the Executive Committee had made the recommendation to the Board of Trustees at its June 4 meeting for the establishment of

the position of vice president for management and clarified that this decision was not the result of the Hay Report, but that the Trustees had determined the need for this function in the central administration. Mr. Ackley went on to outline some of the specific procedural recommendations.

Mr. Freedman added that after the Committee had had an opportunity to review the Coopers & Lybrand report, he and Mr. Ackley would be happy to return to answer any questions the Committee might have, and President Wood said that he was certain the Committee would wish to discuss the report again. Chairman Gordon responded that the members of the Finance Committee would be studying these reports in detail and after doing their homework would be ready to discuss the reports at the October meeting.

President Wood asked Treasurer Johnson if he wished to comment on the internal audits. Mr. Johnson explained that the internal audit consisted of seven separate but concurrent parts. Conducted by the internal audit staff under the direction of Assistant Treasurer Ray Heiney, these reports focused on specific details and figures. The Coopers & Lybrand audit focused on procedural weaknesses. Both approaches, he said, revealed the same procedural and legal exceptions.

Mr. Johnson said that the internal auditors worked closely with the Federal Bureau of Investigation as well as with other law enforcement agencies involved, and turned over to them the findings as they were discovered. Reports were also made to the Chancellor and the President. Corrective measures were initiated during the course of the audit, including those outlined in the Policy Guidelines for the Development and Administration of Grants and Contracts for Sponsored Programs in Instruction, Research and Public Service dated March 26, 1975, upon which the Board of Trustees on April 2, 1975, took supportive action. Additional corrective measures, he said, were currently being implemented.

Vice President Lynton called attention to the fact that documentation for the set of internal audit reports had not been distributed to the Committee because of the volume of the material and the cost of reproducing it. However, he said, it is available upon request.

Chairman Gordon emphasized that the completion of these audits is only the beginning of the work for the Committee and other University segments. He added that the Finance Committee will take a far more active role in these matters. He said it has taken eleven years to develop the University system, since the establishment of the Boston campus in 1964. Throughout the 60's, the Trustees reaffirmed the system and when Bob Wood became President, he became President of the University system. The time for debate of whether or not we are a system,

he said, is past and the present need is to determine how best to implement the system. Both Coopers & Lybrand and Hay Associates, he said, had recommended a stronger input from the central system office, and he expressed the hope that the various campuses and faculty groups would recognize that the University must function as a system.

At the conclusion of the discussion of the audit reports, Chairman Gordon called for an executive session and at 4:00 p.m., on motion made and seconded, it was

VOTED: To go into executive session for the purpose of discussing the matter of the Ohio land sale.

At 4:20 p.m. the executive session concluded and on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the Treasurer of the University be authorized to confirm an extension of time to March 13, 1976 for the buyer to fulfill the contingencies set forth in Real Estate Purchase Agreement, dated August 13, 1973, between the Board of Trustees and Nationwide Development Company (Trustee Doc. T75-085) and to execute in the name of and on behalf of the Trustees a deed or deeds in accordance with said agreement, or as said agreement may be modified after further negotiations by the Treasurer and Nationwide Development Company, after consultation with General Counsel; provided, however, that should the sale of Parcel II be deferred, the purchase price for Parcel I shall be not less than $462,000, and the purchase price for Parcel II shall be the balance of the total purchase price of $1,000,000.

There being no further business, the meeting adjourned at 4:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF COMMITTEE ON STUDENT AFFAIRS

September 3, 1975; 10:30 a.m.
Campus Center, Room 803
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Shaler; Trustees Eddy, Morgenthau, O'Keefe, Troy; Secretary Hardy; Ms. Eichel, Assistant Secretary

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Searson, General Counsel; Mr. Cahill, Staff Assistant for Student Affairs

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Professor Tillona, Special Assistant to the Chancellor; Ms. Asack, Staff Assistant to the Chancellor; Ms. Rahaim, Special Assistant to the Chancellor for Public Affairs; Ms. Stack, Graduate Student Representative; Professor Wilkinson, Faculty Representative

Guests: Ira Horowitz, Director of Legal Services; Peter Q. Knowlton, Student Action Committee; Michael Parkhurst, Chairperson of Legal Services Governing Board; Henry Ragin, student; Jim Starr, student attorney

UM/Amherst--Legal Services Office

The meeting was called to order at 10:40 a.m. by Chairman Shaler. The sole item of business was a proposal from the Amherst campus that the scope of services of the Legal Services Office be expanded to include representation of students in criminal matters and in civil litigation against the University, both hitherto disallowed. The Chairman observed that this matter had been pending for some months but that the Committee had not taken action before now because of legal questions raised by Counsel Searson. Mr. Searson had since provided a legal opinion to the Committee which said that the University was not required to authorize such services, but that it could at its discretion. He commended Mr. Searson for his work on the issue.

Chairman Shaler reported that the Legal Services Office had sent to him at his summer home an excellent memorandum describing the merits of the case with the request that he forward it to the other members of the Committee. He said he had been unable to do this from his summer home, and said he regretted that the Committee had not had the benefit of reading the memorandum.

Chancellor Bromery explained that the campus had always supported this office because of its important service to students who were in legal trouble. This was important to students, he said, because of the prevalent attitude on the part of some parts of the community that students were not good citizens.

Vice President Lynton said that the President was fully in support of the Legal Services Office, but the issue before the committee was not the existence of the office itself, but the policy issue of whether the office should be authorized to sue the University. He continued that the President supports the recommendation of the Chancellor with hesitation, because he fears that this authorization could lead to the office being abused or used in a frivolous matter. He suggested that the Board might wish to give approval for a limited time, after which it could reconsider the case for a permanent decision.

Chairman Shaler said he believed that the Board should vote for a permanent policy, not a temporary one, and Chancellor Bromery pointed out that the policy would in effect be reconsidered annually anyway when the Amherst yearly fee-based budget is submitted to the Board for its approval.

Trustee Eddy stated that she believed it to be wrong for the Trustees to be interfering in the disposition of student funds. She said it would be "paternalism" for them to go beyond the legality of such use into the area of propriety. She said, further, that this would constitute an undesirable precedent. Dr. Gage and Mr. Lynton both pointed out, however, that the Board was responsible for these funds because they were raised by its authority, and said it was necessary for the Board to authorize explicitly such an expansion of the scope of legal activities.

Mr. Searson observed that propriety and legality are not distinct terms, and stressed that Chapter 75 of the General Laws requires that the Board strictly oversee the operation of all trust funds. This action, he said, would raise the potential for suits against individual Trustees involving liability, involves the issue of conflict-of-interest with criminal penalties unless such conduct is specifically allowed by the Board, and involves the issue of the power of the Board of Trustees over University employees (the student attorneys). He observed also that the Legal Services Governing Board, which oversees the Legal Services Office, operates under a set of rules which have never been approved by the Board of Trustees as required by Chapter 75.

Chancellor Bromery said it had been his impression that when the Board of Trustees had approved the Student Affairs Trust Funds, it had delegated to the campus the authority to review the budgets. He said he had brought this issue to the Board only because it had involved a policy issue.

Trustee Eddy said she believed that civil litigation against the University should only be of the calss action type, not suits of individuals. Mr. Horowitz replied that the rules of the Legal Services Governing Board did not exclude suits on behalf of individuals, though such suits would presumable be of

moment to all students. Discussion followed on legal terminology and about the propriety of kinds of civil litigation against the University. Chancellor Bromery pointed out some of the other important services provided by the Legal Services Office, including publication of warnings to students about penalties for certain offenses. Mr. Horowitz said that the purpose of the Legal Services Office was primarily to address individual students' problems unrelated to the University, such as landlord relations or problems with a used car dealer. These services, he said, would take precedence over any kind of "frivolous" civil action.

Trustee Troy said he believed that the explanation given of the kinds of services which would be provided under the expanded allowance of the office was not being sufficiently clarified. He said that concrete illustrations were necessary. It was pointed out that the paper from the students, which was not sent to the other Trustees on the Committee, did spell out the kinds of legal services to be provided by the Legal Services Office.

Chairman Shaler asked for a motion on the matter. A motion was made and seconded. In further discussion, Trustee Eddy stated that she could not support such a motion--to approve the expansion of services--on the basis of the limited discussion which had taken place. She said she believed that the Committee should table the matter until proper study could be given to the memorandum prepared by the Legal Services Office but not provided to the Board, as well as to the Legal Services Governing Board rules which Mr. Searson said had not been approved by the Board. She cited a need for a more general discussion of some of the implications of criminal representation, and said she would object, if she were a student, to the use of these funds for individual criminal representation. However, she said, the Board of Trustees should not prohibit this. Citing statements by the chair and by Trustee O'Keefe that the issue had been "kicking around for a long time," she said this could not justify action without sufficient discussion.

Trustee Morgenthau entered the meeting for the first time as a member of the Committee, and was welcomed by the Chairman. After hearing discussion, she said she was sympathetic to the request of the students, but did not feel that she could vote on the motion until she had had a chance to study the matter thoroughly.

There was no further discussion and it was

VOTED: To recommend to the Board of Trustees that attorneys in the Legal Services Office be authorized to represent students in criminal cases and in civil litigation against the University.

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AMHERST · BOSTON · WORCESTER

OFFICE OF THE SECRETARY
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

September 12, 1975

I hereby waive notice of the meeting of the Committee on the Budget of the Board of Trustees of the University of Massachusetts held on September 11, 1975, at Boston, Massachusetts, pursuant to Section 4(a) of the By-Laws of the Board of Trustees.

Robert D. Gordon
JPS

Signature

Signature

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Signature

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Trustee Morgenthau abstained. The Chairman did not vote, since there was no tie. Several persons questioned the wisdom of bringing such a vote--one to nothing--to the Board. Chancellor Bromery suggested that the Committee's action, based on one vote, might not be well received by the full Board. He said he would not like to take the risk of having to start the process all over again if this should result in the Board's voting negatively. He said it might take months to bring the matter before the Board for reconsideration.

A motion was made and seconded, and it was

VOTED: To reconsider the previous vote.

It was then

MOVED: That the Committee on Student Affairs recommend to the Board of Trustees that attorneys in the Legal Services Office be authorized to represent students in criminal cases and in civil litigation against the University.

The motion was seconded. It was then moved, seconded, and

VOTED: To table the previous motion until the September meeting of the Committee on Student Affairs.

Chairman Shaler asked that interested parties in this issue send to the Secretary now and in the future all materials which are to be distributed to the Committee. He and other Trustees present asked specifically that the memorandum prepared by the Legal Services Office, the rules and regulations of the Legal Services Governing Board, and the minutes of the May meeting of the Committee be mailed to the Committee for consideration in advance of its September meeting. There was no further business to bring before the Committee, and the meeting was adjourned at 11:35 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

September 3, 1975; 11:00 a.m.
Campus Center, Room 804
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Rowland, Shaler, Troy; Secretary Hardy; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning

UM/Amherst: Chancellor Bromery

UM/Boston: Chancellor Golino

UM/Worcester: Acting Dean Butcher

The meeting was called to order at 11:20 a.m. At 11:21, a motion was made, seconded, and it was

VOTED: To enter executive session to discuss honorary degree nominations.

The executive session ended at 12:45. The Chairman brought before the Committee the proposed authorization of the Chancellor of UM/Boston to negotiate and execute an agreement with the City of Boston for the use of the building at 100 Arlington Street on a temporary basis by the Boston Schools. The President described this action as part of a continuing effort of the University to be as helpful as possible during Phase II of desegregation. There was no objection and after a motion was made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize the Chancellor of the University of Massachusetts at Boston, or his designee, to negotiate an agreement with the City of Boston, or its designee, whereby for a period of time not extending beyond June 30, 1976, the third, fourth, fifth, sixth, seventh, and eighth floors of the University's facility at 100 Arlington Street, Boston, may be occupied and utilized by the temporary Madison Park High School for education of approximately seven hundred students in return for a payment for expenses attributable to the City of Boston's use of said facility. Further, that the Chancellor of the University of Massachusetts at Boston, after consultation with the President, be empowered and authorized to execute an agreement on behalf of the University upon successful completion of said negotiations.

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Chairman Healey noted that the matter of selection of a recipient of the 1975 University Medal for Outstanding Service, which had been on the agenda, had been postponed to a later meeting of the Committee. There being no further business, the meeting was adjourned at 12:50.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
FACULTY AND EDUCATIONAL POLICY

September 3, 1975; 12:30 p.m.
Room 1001-2, Campus Center
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Troy; Trustees Croce, Morgenthau, Shaler, Dennis; Mr. Callahan representing Trustee Anrig; Miss Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs

UM/Amherst: Mr. Alfange, Acting Provost and Vice Chancellor for Academic Affairs; Professor Wilkinson, Faculty Representative

UM/Boston: Mr. Babcock, Acting Provost and Vice Chancellor for Academic Affairs; Professor Marshall, Faculty Representative

The meeting was called to order at 1:05 p.m. by Chairman Troy, who asked Vice President Lynton to explain to the Committee the lateness of three proposed appointments to tenure and to review briefly the background and qualification of the candidates. Mr. Lynton explained that two of the cases were appointments from outside of the University and neither could be made to conform to the University calendar. In the third case, he said, the candidate had been a tenured member of the Amherst faculty for a long period of time, but that he would now be teaching at UM/Boston. Since tenure at Amherst is not automatically transferable to Boston, this is technically considered a new appointment with tenure and it is necessary to obtain Board concurrence.

UM/Boston--Appointment of Dr. Lawrence Foster as Associate Professor of Philosophy with Tenure (Doc. T76-003)

Mr. Lynton then turned to the first of the three recommendations, the Award of Tenure to Dr. Lawrence Foster, UM/Boston (Doc. T76-003). Professor Foster, he said, had served the University with distinction as a tenured member of the faculty at UM/Amherst, where he was an Associate Professor of Philosophy, with a special interest in ethics. He had accepted an invitation from UM/Boston, said Mr. Lynton, in order to become head of the Law and Justice Program at College I. Mr. Babcock, Acting Vice Chancellor for Academic Affairs at UM/Boston, briefly reviewed the long-range plans for the Law and Justice Program, indicating that the expansion of the program, previously administered by the Chairman of the Philosophy Department, made it necessary to obtain a director who could devote more time to the program.

Professor Marshall inquired if there was a Trustee document which stated that a professor is tenured at a particular campus rather than to the University as a whole, to which Mr. Lynton replied that, although there is no set policy, individuals

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have been voted tenure at a particular campus, and that to transfer a person with tenure could adversely affect the overall tenure ratio of a particular campus. There being no further discussion, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the President's appointment of Dr. Lawrence Foster as Associate Professor of Philosophy with tenure at the University of Massachusetts at Boston, as set forth in Doc. T76-003.

UM/Boston--Appointment of Dr. Paul S. Rosenkrantz as Professor of Human Growth and Development with Tenure (Doc. T76-004)

Chairman Troy asked Mr. Lynton to present the recommendation for the Award of Tenure to Dr. Paul S. Rosenkrantz, UM/Boston (Doc. T76-004). Mr. Lynton said that Professor Rosenkrantz comes to the University after many years of distinguished service at Holy Cross where he was a tenured member of the faculty. He will be Chairman of the Human Growth and Development Center in the College of Public and Community Service (College III). Mr. Babcock explained that this department has recently lost one major faculty member and the previous year had lost the department head. A strong and experienced person is needed, he said, to direct the activities of the Center, which offers certificates of competence in several areas. There being no opposition, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the President's appointment of Dr. Paul S. Rosenkrantz as Professor of Human Growth and Development with tenure at the University of Massachusetts at Boston, as set forth in Doc. T76-004.

UM/Amherst--Appointment of Dr. Sidney Schoeffler as Professor of Marketing with Tenure (Doc. T76-005)

Chairman Troy next asked Mr. Lynton to present the third recommendation, the Award of Tenure to Dr. Sidney Schoeffler, UM/Amherst (Doc. T76-005). Mr. Lynton said that Dr. Schoeffler's case is somewhat unusual in that he served as a member of the faculty at UM/Amherst for seventeen years and was tenured at the time he resigned. He is returning to the University after positions of distinction with General Electric Corporation and the Project Impact of Market Strategy (PIMS) Program affiliated with the Harvard Business School. He has been director of the PIMS Program at Harvard and upon his appointment to the faculty at Amherst, he will bring this nationally recognized program with him to the University. Mr. Alfange added that the data collected by the PIMS Program are not available elsewhere. Professor Wilkinson stated that, in addition to being an outstanding economist, Professor Schoeffler is a humanist which is reflected in his work. Mr. Alfange said that not only will Professor Schoeffler bring with him to the University a large and prestigious program from the Harvard Business School, the program will also finance his salary as well as the salaries of his assistants. There being no further discussion, on motion made and seconded, it was

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VOTED: To recommend that the Board of Trustees concur with the President's appointment of Dr. Sidney Schoeffler as Professor of Marketing with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T76-005.

The meeting adjourned at 1:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

September 11, 1975; 5:45 p.m.
Chancellor's Office
University of Massachusetts/Boston

PRESENT: Trustees and Trustee Staff: Chairman Carlson; President Wood; Trustees Croce, Dennis, Morgenthau, Rothenburger and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Ms. Hanson, Associate Budget Director; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino

UM/Worcester: Acting Dean Butcher; Mr. Cathey, Controller

Certification of Critical Needs

The meeting was convened at 5:45 p.m., immediately after the special meeting of the full Board, to discuss the budgetary emergency and to vote on certification of critical needs funds and positions. Chairman Carlson began by making a point which he had not made at the full Board meeting, he said, because he did not wish to engage the Governor in a debate. The Governor had remarked that his administration had received relatively greater cooperation in his budget-cutting efforts from the Boards of Trustees of the other segments than from the University. Since the proposed Executive Budget for FY76 provided an increase in the combined budgets of the other segments of $3.9 million over their initial FY75 appropriation and a decrease for the University of $3.7 million, it was possible for the other Boards to respond to the Executive in a different fashion. Chairman Carlson said he wished to second the Governor's remarks about the plight of the Commonwealth, but he said he regarded as unfair his statement that the University's Board had been less cooperative than the other segmental Boards.

President Wood informed the Committee that full support documentation for the figures in his memorandum of September 11 to the Board was available to any Trustee. Chancellor Bromery spoke to amplify remarks he had made at the Board meeting on the effects of not receiving the critical needs on the Amherst campus. He observed that the Amherst campus would still have 120 vacant vacant faculty positions over and above the 83 critical need positions requested. Chancellor Golino said the Boston campus has many vacant positions.

The Chairman asked about the adequacy of the additional fuel request, and Mr. Gulko said that it would be adequate for September. It was explained that to order coal, it is necessary

to encumber the funds, and the funds must be appropriated before they can be encumbered. Trustee Morgenthau asked if the campus stockpiled coal, and Mr. Gulko said it had, but that the stockpile had been burned down during last year's austerity program. The point was also made that, since the figures on the additional fuel request were based on current fuel prices, it would be economical to order the fuel now.

Chairman Carlson asked whether the funds requested for hospital positions now funded by the Medical School were to be replaced by Hospital funds once an appropriation was provided. Dean Butcher replied affirmatively, and explained that in the FY 1975 budget, the Worcester campus had been given a lump sum and been told to spend at least $600,000 and commit at least 118 positions to the hospital. The campus had done that, he said, but since there had been no FY 1976 budget to date, the campus had been forced to support the hospital out of the Medical School budget. The President explained that the hospital was expected eventually to have a separate budget.

Upon motion made and seconded, it was

VOTED: To concur with the President's certification of critical needs funds resulting from budgetary restrictions as contained in Attachment A of the President's memorandum to the Board of Trustees of September 11, 1975.

and it was further

VOTED: To concur with the President's certification of critical needs positions resulting from budgetary restrictions as contained in Attachment B of the President's memorandum to the Board of Trustees of September 11, 1975.

Trustee Rothenburger abstained from the second vote, and suggested that it would be difficult to negotiate with Secretary Parks when the Budget Committee, according to the Secretary, had assured him that the University would not increase its enrollment this year. The Chairman said he could recall no such assurance. Trustee Rothenburger said the Secretary believed it had taken place at a meeting of the Committee which he, the Secretary, had attended on the Boston campus. Vice President Lynton and others said it was impossible to predict enrollment in a given year to a degree of accuracy closer than one or two percent because, although it is possible to know how many are admitted, it is impossible to predict exactly how many will actually show up. Chairman Carlson said the Board had not intended to deliberately raise the enrollment, and suggested that this may have been what the Secretary was referring to.

There was no further business to come before the Committee, and the meeting was adjourned at 6:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

October 1, 1975; 10:00 a.m.
Room SF1-4, Medical Sciences Building
University of Massachusetts/Worcester

PRESENT: Trustees and Trustee Staff: Trustee Shearer, Acting Chairman; Trustees Abrams, Eddy, Morgenthau, O'Keefe; Secretary Hardy; Miss Eichel, Assistant Secretary

Trustees Absent: Chairman Shaler, Trustee Snowden

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Bench, Assistant Counsel; Mr. Post, Assistant Vice President for Physical Planning; Mr. Cahill, Staff Assistant for Student Affairs; Ms. Crosson, Staff Associate for Academic Affairs

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Forsyth, Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Mr. Tubbs, Vice Chancellor for Student Affairs; Ms. Furman, Assistant to the Vice Chancellor for Student Affairs

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Hays, Acting Dean of Students

Guests: Ira Horowitz, Jim Starr and Stephen Goldberg of the Legal Services Office; Michael Parkhurst, Chairperson of Legal Services Governing Board; John Brodhead, John Hight, and Pat Walker of the University of Massachusetts Tenants Association

UM/Amherst--Legal Services

The meeting was called to order at 10:10 a.m. Secretary Hardy informed the Committee that Trustee Shearer had consented to chair the meeting in Chairman Shaler's absence.

Trustee Shearer asked Dr. Gage to review for the Committee the first item on the agenda, the Legal Services Office at UM/Amherst. Dr. Gage began by pointing out that the Legal Services Office had been in operation for several years, but that its activites had been limited to advice to students. The Office had originally had one attorney, but now had three, plus other staff, paid from the student activities fee levied on students by authority of the Trustees and apportioned by the Undergraduate Student Senate.

During the winter the students had asked that the restriction against the Office be lifted so that it might represent students in criminal cases and in suits against the University. The students' argument had been that the University was obliged to allow this under the First Amendment to the United States Constitution. Counsel Searson's opinion had stated that the University was not so obliged, but could permit such services

if it chose. Dr. Gage referred to a letter from Mr. William Welch of the Hampshire Bar Association opposing the proposed expansion, and said his attitude was predictable and did not lessen his (Dr. Gage's) or the Chancellor's support. Vice President Lynton informed the Committee that the proposal was also supported by President Wood.

Questions were raised about the means by which students were consulted about the expansion, and about the volume of use experienced by the Office. Trustee O'Keefe stated that the proposal had been approved by a student Town Meeting last spring, and Mr. Horowitz of the Legal Services Office answered the second question by saying that the student Legal Services Governing Board had oversight over the activities of the Office, and its policy guidelines were designed to ensure that it not be overwhelmed by student requests. As examples of policy guidelines set by the Board, Mr. Horowitz cited a rule against attorneys representing students in fee-generating suits against the University, such as for damages incurred in a fall in a residence hall. He added that the students would have to exercise their oversight function if criminal representation is allowed also, addressing such issues as whether attorneys could represent students in shoplifting charges.

Trustee Eddy expressed concern about the proposal. She said she thought there were public defenders sufficient for students' needs, and said the proposal might well result in higher fees for students. She wondered whether those students who had voted against the expansion of the Office would be able to check off the portion of the student fee which increases as a result of the expansion. She did not like the idea of all students paying for legal problems of a few. She observed that the Office and the fee had expanded since its inception and undoubtedly would continue to expand in the future.

Trustee Abrams also expressed mixed feelings about the proposal. He questioned the wisdom of allowing students to sue the University with the support of a fee established and set by the University. He also asked for a more specific explanation of the kinds of civil actions which the Office might undertake. Mr. Horowitz said the Office could concentrate on broad-based actions on issues affecting a large number of students, such as the mandatory residence policy.

Trustee Abrams pointed out that there were mechanisms by which students may seek redress of grievances against the University, that they are not forced to use legal means. Mr. Lynton replied that this was not a matter of University rules, which are covered by the Governance Document. If a rule were duly established by the Board but was thought by the students to be illegal, they would have no other recourse except to test the legality of the rule by legal means.

Mr. Lynton pointed out to the Committee that the Trustees would have an annual review of the Office when the Amherst fee-based budget is submitted to them each spring. In fact, he said, this issue had come to the Committee as a result of a question raised by a member of the President's staff on the size of the budget increase requested for the Office.

A discussion ensued about the process by which the Trustees might conduct a review of the Office's activities, if the expansion were to be approved. One Trustee said the program should be reviewed on its merits, not on its budget request, and another suggested that the matter of suits against the University might be of greater Trustee concern than that of criminal representation. As a result of this discussion, a motion was made and seconded, and it was

> VOTED: To recommend to the Board of Trustees that the attorneys employed in the Student Legal Services Office be authorized to represent students in criminal matters and to engage in litigation against the University on their behalf, such authorization not to extend to the initiation of any new such litigation after the end of the current fiscal year without review and confirmation of such authorization by the Board of Trustees.

Trustee Eddy asked that the minutes record that she was opposed in principle to the proposal.

UM/Amherst--Student Family Housing Cooperative

The second agenda item was a proposal by the Amherst campus for a cooperative management agreement between the University and residents of student family housing. Mr. Lynton explained to the Committee that several substantial legal and administrative problems yet remained in the proposal as written. He said resolution of these problems was being actively sought, and that in the interim it would be appropriate for this Committee to discuss the student life aspects of the proposal. He said he expected the problems to be resolved in the coming weeks, after which the proposal would return to the Committee, thence to the Finance Committee for consideration of financial and administrative issues.

Dr. Gage described the historical background of the proposal, observing that the University desired an increased involvement of students in the management of their affairs. He said students would feel more responsible for the climate of life in the residence halls if they had a part in their management. The proposal would combine the three units of student family housing for administrative purposes and allow them to be administered by an incorporated cooperative, composed of tenants of the housing, with which the University would sign a contract.

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Dr. Gage said the discussions between the University and the students had grown out of a rent strike, and had yielded this proposal.

Dr. Gage explained the outstanding problems in the proposal. First, the properties are now owned by the University, but are managed by it through a delegation of the owner, the University of Massachusetts Building Authority. There is a legal question as to whether the Trustees may further delegate their responsibilities of management and maintenance. Second, under the proposal, the cooperative would hire a staff to perform technical maintenance while members themselves would agree to perform more routine upkeep such as sweeping walks and washing windows. This called into question the status of the professional maintenance staff presently employed by the University under a collective bargaining agreement. Dr. Gage said there were other problems, but that these were the two most substantial.

Mr. Patrick Walker of the Tenants Association spoke next to the Committee. Describing cooperative experiments in other universities, he observed that in some places the properties were owned by the students, in others the students leased the land, while at the University of Minnesota the Board of Trustees had hired an organization of students to manage the properties. He said the UM/Amherst proposal was closely modeled after the Minnesota system.

Under the proposal, the cooperative would hire a professional staff to perform technical services which required licensure, while members themselves would perform routine maintenance. The cooperative would determine the rent structure and would be responsible for the collection of rents. It would require the University's assent before making any major structural change or repair, and could not drastically reduce rents without the University's permission.

Mr. Forsyth asked Mr. Walker what educational benefits there were in the proposal, and Mr. Walker distributed a two-page list of educational goals. According to the document, the two fundamental goals were "...to develop critical reflective thinking by making possible self-autonomy, responsibility, dialogue, and the integration of theory and practice..." and to "...develop a community process whose bounds could extend far beyond Married Students' Housing."

Trustee Morgenthau said the proposal appeared to be a useful, constructive way for the University to meet the need for residential facilities, and said she hoped the University would proceed as quickly as possible to resolve the remaining problems. She observed that certain standards must be met--no leaks in the roof or rats in the cellar--and added that the spirit of responsibility to the comjunity must be maintained. This agreement could enable the University to get on with the business of learning and teaching.

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Trustee Eddy congratulated the students on the statement of educational goals. She described the proposal as very exciting and said she hoped that, if successful, the concept could be extended to student rentals in the private sector in Amherst.

A lengthy discussion followed on the legal and technical arrangements governing the ownership, financing, and management of campus residential facilities. Trustee O'Keefe asked Mr. Bench how long it would take to iron out the questions surrounding the power of the Trustees to subdelegate their administrative authority, and Mr. Bench replied that it could earily take a few months. Discussion turned to the need for the Committee to be kept informed of progress made in these areas, and Dr. Gage said he would keep the Committee up to date at each of its next several meetings.

Trustees Shearer and Abrams also expressed support for the proposal, and a motion was therefore made, seconded, and it was

VOTED: That the Committee on Student Affairs is in favor of further exploring the concept of student cooperative management of family housing.

There was no further business to come before the Committee and the meeting was adjourned at 12:00.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

October 1, 1975; 11:00 a.m.
Room CC1-14, Medical Sciences Building
University of Massachusetts/Worcester

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Robertson, Rowland, Spiller, Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Not Present: Trustees Gordon, Shaler, and Weldon

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino

UM/Worcester: Acting Dean Butcher; Dr. Wheeler, Chairman of Department of Surgery and Hospital Chief of Staff

Invited Guest: Mr. John Haigis, former Trustee

Welcome to Former Trustee Haigis

The meeting was called to order at 11:05 a.m. Chairman Healey welcomed Mr. John Haigis, former Trustee, and said he intended to express formal recognition of his service on the Board at the full Board meeting. Chairman Healey then spoke briefly about a letter which he had received from Trustee Eddy about a letter he, the Chairman, had written to Professor David Booth, Secretary of the UM/Amherst Faculty Senate, explaining the position of the Board with respect to the University as a multicampus system. He explained that he had written the letter at the request of Secretary Booth for the purpose of setting the stage for a discussion between the Faculty Senate Rules Committee and the Executive Committee on this subject. He said he had hoped that the letter would help bring the issues into sharper focus for the faculty meeting with the Executive Committee.

Tuition

Chairman Healey called on President Wood, who spoke on the tuition study prepared by the Planning Office which had been distributed to the members of the Committee. In view of the sentiments of members of the Board, he said, it would not be appropriate for him to address any specific level of tuition at this time. He had hoped instead to provide the members with an opportunity to express their views on the subject for his guidance. The Chancellors and the Acting Dean will also be asked to get comments and reactions from the campuses. The President

added that he would still like to try to get concerted action with the other segments of public higher education.

The document showed, said the President, the consequences of an adjustment in tuition levels sufficient to bring the combined tuition and fees of UM/Amherst to the twentieth and tenth percentile of the 110 state land grant universities and colleges. A discussion of the options should, he said, include, in addition to the University's comparative position, consideration of the uses of the tuition waiver and of financial aid in mitigating the effect of any substantial increase on lower-income students. He said he had asked Mr. Lynton and the Budget Office to develop a financial aid analysis.

Chairman Healey suggested that the Board must examine critically the legal possibilities for tuition waivers as a form of financial aid. General Counsel was directed to research this question. Another question, he said, was the feasibility of the Board's taking the task of determining the individual financial need of a large number of students.

Trustee Spiller cited figures in the tuition paper and asked if it were a fact that one-third of the tuition payable to the University was waived. Mr. Lynton pointed out that much of the amount waived was in the form of legislatively-mandated waivers to veterans, and Treasurer Johnson added that the figures in the paper were based on conditions as they existed before the Board tightened its waiver policy in the spring. The proportion waived in the present academic year, said Mr. Johnson, would be much less. Mr. Lynton also made the point that waivers were not at present used as a form of financial aid.

Trustee Robertson asked how much was spent per student in the University. It was observed by several Trustees that such cost of education figures were various and common, but because the factors used in such calculations vary among institutions, their representativeness was questionable. Trustee Robertson also asked why nonresident graduate students pay less tuition than nonresident undergraduates, while resident graduate students pay more than resident undergraduates. The President replied that the Graduate School had traditionally felt that a national pool of graduate students helps the quality of the graduate work. He questioned whether that assumption was still valid with less competition nationally for graduate students of the highest caliber. Professor Wilkinson agreed that there was less competition of this sort than there had been as recently as two years ago.

Trustee Spiller pointed to the two alternatives presented in the tuition paper--raises to the twentieth or tenth percentile--and questioned whether that would be a sufficient raise, since even if the University's tuition were in the twentieth percentile, it would be near the bottom of New England public universities. He suggested that the comparative sampling

should focus on New England institutions, rather than on a national sample, and suggested that a presentation of alternative levels be based on the twelfth, tenth, and eighth percentiles. Mrs. Robinson commented that since the ranking concerned only 110 institutions, the dollar differences among these three percentiles would be insignificant.

Chancellor Bromery remarked that the tuition paper lacked one thing that he deemed important: a rationale for a raise in tuition. A discussion followed about the difficulty of computing tuition on the basis of a students' ability to pay, or by relationship to peer institutions with which the University should remain comparable, or by relationship to educational costs. Chancellor Bromery stressed the importance of not connecting the tuition to the budget request.

All present agreed that the tuition should not be tied to the budget. At the same time, it was observed that the controversy surrounding the budget request in the public media made it difficult to defend the present level of tuition, especially when the process of selective admissions tends to bring to the University students who can afford to attend private institutions. This was why, the Chairman said, any raise in tuition would have to be coupled with a capacity to lessen its impact through waivers or financial aid, so that those who can pay more will be required to do so without penalizing the genuinely deprived students at the University.

After further discussion, it was agreed that President Wood would present the Committee with more than one option, and that the Committee would plan to make a recommendation to the full Board for action at least by the December meeting. Trustees' recommendations, in the meantime, would be forwarded to Vice President Robinson.

UM/Worcester--Statement of Goals (Doc. T76-010)

Speaking on the Statement of Goals of the Worcester campus (Doc. T76-010), President Wood described the document as a serious, thoughtful, collegial effort on the part of the faculty and administration of the Medical School to show to the public the direction which the Medical School is taking. He said it had been influential in strengthening the University's position in the Legislature. Chairman Healey commended the statement for its emphasis on the fact that the Medical School had been committed from the very beginning to training physicians who would treat patients, in preference to those who would do research. At the same time, several Trustees observed that the statement makes clear the necessity for a faculty of specialists, in order to give primary care practitioners a well-rounded training which would enable them not only to excel in their field, but also to know what lay beyond their competence. The observation was made that it was vitally important, in describing the Medical School's commitment to primary care, not

to give the impression that it is "a trade school for general practitioners."

Following this discussion, a motion was made and seconded at 12:10 p.m., and it was

VOTED: To enter executive session to discuss personnel actions, honorary degrees, and the University Medal for Outstanding Service.

Executive Session

At 12:50 p.m., it was moved, seconded and

VOTED: To end the executive session.

After the executive session, it was moved, seconded and

VOTED: To recommend to the Board of Trustees that whereas the administrative ditues of Dr. William R. Hamilton, Jr., as Vice Chancellor for Administration and Finance at the University of Massachusetts at Boston have precluded him from sustaining his scholarly efforts in his discipline, he be granted administrative leave for one academic year commencing September 1, 1976, at half pay, in order that he may become current with the developments which have occurred in his field.

VOTED: To recommend that, in commendation of his many and distinguished contributions to the University of Massachusetts, the Board of Trustees award the University Medal for Outstanding Service to Dr. Reginald W. Butcher and present the award at a suitable occasion.

VOTED: To recommend that the Board of Trustees confirm as recipients for Honorary Degrees to be awarded at the UM/Amherst 1976 Commencement those candidates approved in Executive Session of the Executive Committee of this date and instruct the Chancellor of the campus to proceed with necessary arrangements.

There was no further business to come before the Committee, and the meeting was adjourned at 12:51 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

October 1, 1975; 12:30 p.m.
Room A1-1, Medical Sciences Building
University of Massachusetts/Worcester

PRESENT: Chairman Troy, Trustees Breyer, Morgenthau and Snowden; Mr. Callahan representing Trustee Anrig

The meeting was called to order at 12:30 p.m. Chairman Troy presented the Tentative Graduation Lists for September 1975 at UM/Amherst (Doc. T76-009). There being no discussion, a motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees approve and ratify the preliminary Graduation Lists of September 1, 1975, UM/Amherst, as certified by the recorder of that campus and as set forth in Doc. T76-009.

There was no other business to come before the Committee, and the meeting was declared adjourned at 12:35 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

October 10, 1975; 1:30 p.m.
Room 917, Campus Center
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Rowland, President Wood; Trustees Carlson, Rothenburger, Troy; Secretary Hardy; Miss Eichel, recorder

Advisory Council on the Fine Arts: Professor James Ackerman, Chairman; Mr. Schuyler Chapin, Ms. Joy Dewey, Ms. Iva Hiatt, Dr. Michael Miller, Mr. William Moyer, Mr. John Nolan, Mr. Robert Sagalyn, Mr. Frederick Steinway, Mr. Peter Smith, Dr. Frederick Tillis

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning

UM/Amherst: Chancellor Bromery; Professor Wilkinson, Faculty Representative; Ms. Stack, Graduate Student Representative

ABSENT: Trustees Anrig, Clark, Robertson, Spiller and Weldon

UM/Amherst--Enrollment Planning

Chairman Rowland called the meeting to order at 1:30 p.m. She said that the first item on the agenda was a further discussion of Enrollment Planning at UM/Amherst. She suggested that open and full deliberation of complex issues such as enrollment was a principal function of the Committee, had proved valuable in the past, and she welcomed such a discussion today. In accordance with the charge to the Committee, she said, several meetings had been held for the purpose of setting priorities and enrollment limits for the campuses. The Committee, she said, would not concern itself with what the programs should be except as those programs relate to the total enrollment of the campus and reflect the priorities recommended by the Committee.

At the request of Chairman Rowland, President Wood commented on the draft policy statement provided to the Committee earlier in the day. He said he would be reluctant to endorse the student mix proposed in the draft statement until he knew the results of the campus program review now underway. He said he would also like to see an analysis of applications and admissions data. Chancellor Bromery informed the Committee that the campus program review committee had developed criteria for measuring the value of the various programs and was at the present time applying that criteria to existing programs. Chairman Rowland requested that data on programs, applications and admissions be furnished to the Committee for review at the next meeting. The need for input on programs from the campuse before guidelines were established was emphasized. Although the earlier recommendations from the campus had dealt with proposed enrollment

limits and student mix, it had not contained information on program options.

Vice President Robinson asked if the proposed ratio of upper to lower division undergraduate enrollment took into consideration the projected decrease in the number of high school graduates going on to higher education. Chancellor Bromery responded affirmatively, adding that at the present time many applicants must be turned away because of lack of space.

President Wood stated that there were two issues at stake: 1) whether the state of the reasonably traditional freshman market was such that it should be stabilized or cut back, and 2) whether advanced degrees in arts and sciences and the professional schools had reached critical size. He said he wished to make sure that the strength of the graduate demand is a result of the programs' being nationally attractive and not the result of the University's artificially subsidizing graduate students for the sake of program expansion. Since University programs at the undergraduate level currently attract students from reasonably well-off families, he said, restricting freshman growth could tend to penalize the low and lower-middle-income applicants. He said the issue must be faced as to whether the University should accept more undergraduate students at the expense of graduate students.

In response to a query, Chancellor Bromery reviewed briefly the admissions process at UM/Amherst. He said many students have to be turned away because of the lack of sufficient financial aid.

It was suggested that it would be useful to the Committee to know how large the transfer demand is and what percentage of the transfer students come from community colleges. Professor Wilkinson replied that one third of the transfer students were from the community college sector but he did not know offhand the percentage of the junior class represented by transfer students.

Chancellor Bromery informed the Committee that if undergraduate students leave the University in good standing, they are automatically readmitted should they desire to return. He suggested that some constraints should be put on this policy, such as limiting the time lapse between the date of drop-out and the date of return as a member in good standing. He added that in times of economic stress more students are likelt to remain for their junior and senior years in the institution where they entered as freshmen, thereby limiting the number of transfer students who can be accommodated.

Trustee Carlson suggested that should it become necessary to decrease the total enrollment, it might then be

necessary or desirable to change the student mix. In this regard, said Mr. Lynton, consideration should be given to which students could be accommodated at other institutions. Trustee Carlson inquired if figures were available which would show the direct charges of the instructional costs of various programs; if so, he said he would like to see the trend over the last five years with regard to graduate and undergraduate education. President Wood added that graduate programs must be examined to determine whether they are of sufficient size and value to warrant the investment. Trustee Troy agreed, but emphasized the importance of informing citizens of the Commonwealth of the value of the various graduate programs. He said it would be unfortunate to terminate an excellent program simply because it was expensive.

Trustee Carlson said that the goals at UM/Amherst should not necessarily be changed, but the enrollment goals and student mix would undoubtedly have to be revised to accommodate reduced resources. He added that he believes there are program options which will allow the University to gear down, and that these options must be exercised. He said that an increase in graduate students accompanied by a decrease in undergraduate enrollment was extremely difficult to defend.

Mrs. Robinson pointed out that the lower division students do have other educational opportunities, such as enrollment in state and community colleges and that also the number of high school graduates will be decreasing in future years. The latter condition, however, it was noted would probably not affect demand for space until 1983. In addition, increased costs of education would tend to send lower income students to community colleges in order to reduce the total cost of their educations.

Mr. Lynton reiterated the urgent need for program review, and Chancellor Bromery indicated that he would be happy to provide data to the Committee. Mr. Lynton asked that any data provided distinguish between the cost of master's and doctoral programs.

Trustee Carlson suggested planning based on the budget levels which can be anticipated in the foreseeable future, to which Mrs. Robinson replied that although the University would have to function within the budgetary limits, she would not like to see the long-range planning goals tied to the budget. She stated her belief that the goals should reflect what is desirable within reason, if not immediately obtainable. Discussion ensued about possible options and which factors should be dominant among these options. Professor Wilkinson asked that when the Committee considers the cost of graduate programs, it not lose sight of the part graduate students play in the education of undergraduates. He said that graduate education is not, therefore, in conflict with but rather supportive of undergraduate education.

Chairman Rowland concluded discussion with the statement that UM/Amherst has reached the point where growth is less important than quality of programs and that further discussion of enrollment goals and student mix, together with discussion of the current policy of automatic readmission of drop-out students who were in good scholastic standing, would continue at the next meeting of the Committee.

Chancellor Bromery requested an outline of the kinds of data which the campus should forward to the Committee for discussion at the next meeting.

Report of Advisory Council on the Arts

At 2:30, members of the Advisory Council on the Fine Arts and other guests joined the meeting. At the request of the Chairman, Vice President Lynton introduced the members of the Fine Arts Council to the Committee.

Chairman Rowland said that a year ago she had met with the Council to hear their plans. Since that time, she said, the Council had submitted reports of their activities, and the Committee would now like to hear from the Council members their impressions of their last year's work and their plans for the coming year. She said she would like the Council to add to its other functions that of advice and consultation to the University on ways to improve the art acquisitions program--to act as an advisory board to the campuses.

Chairman Rowland then called on President Wood, who welcomed the Council members and said that the formal opening of the Fine Arts Center later in the evening represented a major event for the University. He said the arts are especially important in times of economic depression. The Council was not expected to come to terms with the University's fiscal problems; rather, the issue for the Council was the role of the fine arts in the life of the University. He said the Council should give guidance for long-range planning.

Mr. Ackerman, Chairman of the Council and Professor of Arts History at Harvard, expressed his appreciation for President Wood's comments regarding the Council's task since, he said, Council members had been concerned that it might not be possible to implement their proposals due to fiscal constraints. He said the Council had discussed the fine arts in three categories: 1) graduate programs, 2) undergraduate programs, and 3) Fine Arts Center. He asked members to report on their field of special interest.

Graduate/ Undergraduate Programs

Mr. Miller, Associate Dean of the School of the Arts, New York University, said that fine arts programs had come along late in the order of things at the University and that they--especially theater--would have a struggle both for survival and growth, which would take time. He said the interest was there, but the need for resources is great.

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Mr. Nolan, President of the Massachusetts College of Art, said the Council recognized a need for balance between professional and nonprofessional programs. Arts programs at UM/Boston are general in nature, with an emphasis on teaching and an attempt to provide exposure to the greatest possible number of undergraduate students. At UM/Amherst, the graduate programs offer professional training, while the undergraduate programs have been moving from broad programs resulting in the B.A. degree to more professional programs working toward the B.F.A. degree. At the same time, the practice has been growing at UM/Amherst, he said, to offer broad lower-level undergraduate programs which lear to programs of intensive art education in the junior and senior years. Mr. Ackerman added that the best professional schools want advanced students.

Mr. Smith, Director of the Hopkins Center, Dartmouth College, said the Council had discussed the possibility that resources should be reallocated in favor of undergraduate programs, while retaining faculty capability for helping talented students. Mr. Tillis, Professor of Music and Associat Provost, UM/Amherst, stated his belief that although this is not a time to stress graduate education, a good undergraduate program in dependent upon graduate programs, since without the graduate programs it is more difficult to attract superior faculty.

Ms. Dewey, Director of Dance, Williams College, praised the dance program, mentioning that the University dance program tours the state, as does the Five-College dance program. The latter, she said, received money from the Massachusetts Council on the Arts for a tour. She added that in areas such as dance, programs can be run in conjunction with the urban center. Mr. Tillis said that a significant step has been taken in the proposal to move the Department of Dance from the School of Physical Education to the School of Humanities and Fine Arts. Ms. Dewey said that plans are under way to create a Five-College dance department.

Ms. Hiatt, Professor of Music, Smith College, said that there is a great deal of collaboration and conversation among the Five Colleges, especially in areas of the arts. Students can take courses at any of the consortium institutions, and there is a program of faculty exchange. The Five-College music chairmen meet regularly to discuss programs. Mr. Moyer, Personnel Manager of the Boston Symphony Orchestra, stated that the Council is not yet in a position to comment with specificity on the UM/Boston music program. However, he said, the issue of the appropriate emphasis on professional graduate work in a university is a very important consideration. Since the outlets for professional musicians, for instance, are few, there is an obligation not to encourage too many into professional graduate work. He stated that unless a graduate program was superb, there would be little promise for its graduates.

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Mr. Ackerman noted that on both campuses the number of students in art courses is growing, and the number of students turned away is staggering; and that, therefore, there is a critical need for more offerings in the fine arts. He then turned discussion from graduate and undergraduate programs to the role of the Fine Arts Center.

The Center, he said, has the propensity to be the dominating influence in arts education at UM/Amherst. One problem is that the Center will require year-round use in order to support the maintenance costs, and another problem has been caused by deficiencies in the sound and lighting in the building. Mr. Steinway said shortages in the budget have caused these problems since money has been needed to equip both the academic departments and the performing arts facilities--the concert and recital halls --before the academic programs can function properly.

Mrs. Robinson explained the complex and long-standing problems which had led to the current situation and said that the only way to finish the building is by the use of capital outlay money, the "non-availability" of which has necessitated borrowing from departmental equipment budgets.

Turning back to the subject of programs, Mr. Ackerman noted the Council's recommendation that graduate programs be reviewed, particularly the theater program at Amherst and the theater arts program at UM/Boston. Attention should be paid during such reviews to counterpart programs on the separate campuses. Trustee Carlson asked if there was any real potential for joint use of the facilities; for instance, he asked, would it be practical to have students from UM/Boston go to UM/Amherst for work in a particular field rather than to have two self-sustaining programs? Mr. Steinway replied that it was necessary to determine what options were available. He said he could see the possibility of an exchange of part-time faculty and visiting artists, and time periods (less than semesters) where students could go to a particular campus for a particular type of activity.

Mrs. Robinson asked if the Council could speak to the long-range resource implications of the various programs. Mr. Miller said the Council agreed that this is a critical question. Using theater as an example of how important it is to consider the long-range questions, he said the graduate program in theater describes itself as a combination of training in theory, history and research, as well as professional practice for those who feel they can contribute something in this field. He said that such a program requires a large and specialized faculty and a great deal of space. Therefore, it must be determined whether the campus has the current or potential capacity in terms of money and facilities to meet these goals, when 99 percent of the undergraduate students will not use their education in professional way.

Mrs. Robinson called attention to the fact that a substantial amount is currently being invested by the City of Boston in the Strand Theater in Dorchester and the community is concerned that the University not build competitive facilities of plan competitive programs in theater.

Secretary Hardy said that it is important to consider University programs, and particularly programs at UM/Boston, in the context of what other colleges and universities, such as the Boston Eight Consortium, and what other cultural institutions are offering. Trustee Troy commented that campus programs should also be reviewed with an eye toward potential interrelationships; for instance, a course taught by the English Department might provide a resource for the theater program.

In response to a question from Trustee Carlson as to what action was contemplated with regard to these important issues, Dr. Lynton said that graduate program reviews are underway on the Amherst campus and that review of the theater program is scheduled this fall. With regard to coordination, Mr. Steinway commented that the Fine Arts Center actually has seven units. Not only can education and professional training in each of the arts be coordinated, but departments can develop joint projects and have the opportunity for exchange. Thus, he said, the Fine Arts Center is not a mini-performing arts center, but a totally integrated complex which allow interaction amont the various art fields and provides an opportunity for first-class performances, such as that of the Boston Symphony.

Mr. Ackerman said Mr. Pincus, Associate Professor of Architecture, M.I.T., had written a report on Cinema Studies which indicated that care should be taken so that any expansion in this area would be coupled with capability in film production.

With regard to teacher preparation, Mr. Nolan stated there are two programs at UM/Amherst--one within the School of Education and one within the Fine Arts Department, both very good. Ms. Dewey observed that there has been a lack of communication between the School of Education and the Arts Department. Mr. Nolan praised the summer in-service program for teachers of the arts, and said that, although the general market for teachers is not good, the demand is greatest for art teachers, especially at the junior high level.

The next topic considered by the Council, said Mr. Ackerman, was the need for cooperation both across disciplines withint the campuses and between campuses and other institutions. Chairman Rowland stated that in Boston there are many opportunities for joint efforts with professional groups.

President Wood said that while cooperation within the Five-College group is strong, cooperation with other arts

institutions is sporadic and not yet productive. He said he would like to see the Council look at this area in greater detail.

Mr. Nolan added that he would like to see more inter-institutional cooperation and more scholarships provided to talented students so that they could take advantage of the best programs regardless of the institution.

Mr. Ackerman concluded that it is the hope of the Council that in the course of the year they can produce a final report and follow up on the report with further discussions with the Trustees.

President Wood stated that he was impressed with the diversity of the members on the Council and that the report this afternoon was evidence of the utility of the Council. He said he anticipated a continuing relationship between the Council and the University. The proposed schedule, he said, would be satisfactory. The Council should comment on size, structure and frequency of programs, he said, and it is important that the campuses view the Council as supportive of their work and not sitting in judgment of it.

Mr. Ackerman said the Council expects to require more money in FY 1976 since subcommittees will be traveling more to look at specific programs. The President indicated that the University would furnish staff support and money as the budget permits.

Chairman Rowland thanked the members of the Council and adjourned the meeting at 4:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
FACULTY AND EDUCATIONAL POLICY

October 22, 1975; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: President Wood; Chairman Troy; Trustee Morgenthau and Mr. Callahan representing Trustee Anrig; Secretary Hardy; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Wolfman, Assistant Vice President for Academic Programs

UM/Amherst: Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Bischoff, Associate Provost; Mr. Chappell, Acting Dean of the Graduate School; Mr. Fischer, Acting Dean of the School of Education; Ms. Craig, Acting Associate Dean of the School of Education; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Professor Marshall, Faculty Representative

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost

UM/Amherst--Appointment of Dean of Natural Sciences and Mathematics (Doc. T76-016)

The meeting was called to order at 10:15 a.m. Chairman Troy turned first to the proposed Appointment of Dean of Faculty of Natural Sciences and Mathematics at UM/Amherst (Doc. T76-016). Vice President Lynton began the discussion by saying that Seymour Shapiro was a distinguished and valued member of the Amherst faculty, and that he and the President hoped that the Trustees would concur with the Chancellor's appointment. Mr. Alfange agreed strongly with Mr. Lynton's statement. He said that Professor Shapiro had won the University Medal for Outstanding Service, and had selflessly devoted himself to the University since he had joined the faculty in 1964. He wished to return to teaching, but his colleagues would not let him. The Search Committee had not considered him as a candidate originally, but when the candidate who had been offered the job would not take it because the salary was not adequate, Professor Shapiro had agreed to be a candidate. The Search Committee had unanimously recommended him.

Chairman Troy said that he had come to know Professor Shapiro well, that he had appeared before the Committee many times, and he described him as the "total faculty person." There was no further discussion, and upon motion made and seconded, it was

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VOTED: To recommend to the Board of Trustees that it concur with the appointment by the Chancellor of the Amherst campus of Professor Seymour Shapiro as Dean of the Faculty of Natural Sciences and Mathematics.

UM/Amherst--Transfer of Dance to Faculty of Fine Arts and Humanities

Chairman Troy next asked for a status report on the Transfer of Dance from the School of Physical Education to the Faculty of Fine Arts and Humanities. Mr. Alfange explained that both faculties had agreed to this change, and though it had in practice taken place, the necessary formal ratification of the College of Arts and Sciences had not occurred. All members of the Faculty Senate Academic Affairs Committee have not as yet been elected, and this has delayed the process. But he said he could not conceive of any substantial objection being raised once that process was put into motion.

Implementation of Academic Personnel Policy (Doc. T75-125)

The third matter for the Committee was that of a Report on the Implementation of the Academic Personnel Policy (Doc. T75-125). Chairman Troy asked Mr. Lynton to present an overview. Mr. Lynton said that the June meeting of the Board had adopted the policy with the provision that it be reviewed within a year. In the meantime, however, the policy was to be implemented and reports of this made to the Board. The two components of implementation were to be: (1) that the Provost would brief deans and all involved in the several levels of campus personnel reviews of the procedural standards required by the new policy, and (2) that the campuses develop and apply campus-level implementation procedures.

Professor Marshall stated that the document caused substantial anxiety on the Boston campus. She said that the Assembly Steering Committee was presently getting faculty views on it, and she said she hoped that a careful review of the document would take faculty input into account. At Trustee Morgenthau's request, Mr. Lynton described the process by which the document had been developed. He explained that for several reasons, the Boston campus felt that it did not have adequate input into the development of the policy, while the Amherst campus had had extensive discussion and had in fact made suggestions for 53 changes. Thus the two campuses were at cross-purposes over the timing of Trustee action on the document. As a result, the Trustees had decided to adopt the document with the provision for review within the year.

Trustee Morgenthau asked why the Boston faculty had not reviewed the document sufficiently. Several persons explained that it had to do with the different governance structure between the two campuses, and the importance which the Boston faculty places on everyone's participating in the discussions. There followed a long discussion of the advantages and disadvantages of the Boston governance system and its effect

on this and other faculty efforts to address what are specifically faculty issues. Chancellor Golino stressed that nobody on the Boston campus questioned the need for such a personnel policy.

Dr. Smith told the Trustees that the Worcester Campus had not yet put its governance system into effect. It had developed a governance document, and this document together with the Personnel Policy had been sent to the faculty for their comment. He said that the campus was now at work on the implementation guidelines for the document. At this, Chairman Troy asked what implementation procedures the other campuses had applied thus far.

Mr. Alfange said that the Amherst campus had followed two steps: (1) When the time came for personnel actions, he sent a memorandum to each level of review explaining and reminding the appropriate individuals of the use and meaning of the document, and (2) he had held meetings with the deans to explain the changes from previous years which the document entailed.

Mr. Babcock, speaking for the Boston campus, stated that he had written a document outlining the proper procedures for implementation at each level, and he had reviewed the document with the deans. Trustee Morgenthau asked about faculty input into the review of the policy. Mr. Babcock replied that both he and Professor Marshall believed that current plans for discussions and hearings would permit sufficient faculty input to the process by spring.

Mr. Alfange said that the Amherst campus Academic Personnel Policies Committee would review campus procedures within overall University policy and present them to the Board. Chairman Troy asked if this was to be the UM/Boston procedure, and Mr. Babcock answered that the implementation of the policy was primarily a collegiate matter, but that the process was well along.

Mr. Babcock returned to the subject of governance on the Boston campus to say that the reason that there were departmental constitutions, collegiate constitutions and an assembly constitution was that it had been felt that the faculty should be as close as possible to policy development. The problem with this, he said, was that when there was disagreement between the departments and the colleges, the inherent lack of symmetry in the system tended to cause delays. Still, there was the feeling that this system should be maintianed if at all possible. Professor Marshall said that there was good philosophical basis for this governance system. President Wood remarked that he was also committed to participatory democracy, but he said that the difficulty was sorting out what issues and problems the faculty,

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the colleges and departments appropriately deal with and what issues realistically must be dealt with by others at other levels.

UM/Amherst--Academic Reviews of School of Education

Chairman Troy turned next to the progress reports on the Academic Reviews of the School of Education--UM/Amherst. Mr. Lynton proposed that the discussion fall into three parts: (1) a discussion of the reports, particularly reactions to them from the campus, (2) a discussion of the status quo of the School and of the plans for the future, and (3) a broad discussion of the general aims and goals of the School. As background, Mr. Lynton explained to those present that the two Committees--the Visiting Committee for the School of Education and the Faculty Senate Ad Hoc Review Committee--had been appointed as a response to sensational charges about the School. Their reports had been completed and provided to the Trustees early in August, and this was the first opportunity for a discussion.

Mr. Alfange commented that he believed that the reports had been widely read and, on the whole, that they were fair and balanced. Acting Dean Fischer said that the School of Education agrees generally with Mr. Alfange's comment. As for the Faculty Senate Report, he said he believed that the analyses were better than the recommendation. The School will study them, implement some, and reject others. He said that the Goodlad report was much more significant with respect to recommendations for the future, and this had pleased the faculty of the School.

Ms. Craig, Associate Acting Dean of the School, said that a School-wide Curriculum Committee was not in place to review the reports and was just beginning this effort. Chairman Troy asked if this Committee's discussions were aimed at any action. Mr. Fischer replied that it aimed at understanding first. Chairman Troy said that the Trustees were interested in knowing what change was needed. Mr. Fischer remarked that this was probably a good time to mention the progress of the five committees established by the Chancellor to follow up on the reports

Associate Provost Bischoff reviewed these committees and their mandates which were: (1) a search committee for a new Dean, just recently assembled, (2) a task force on School governance, (3) and a task force on curriculum and programs within the school. Chairman Troy asked why it had taken so long to assemble a search committee for a new Dean, and Mr. Bischoff described what he called "arcane rituals" to be followed in this process. Continuing his description of the committees established by the Chancellor, Mr. Bischoff cited: (4) a standing committee composed of members not part of the School of Education faculty to monitor experimental programs, and (5) a committee to determine the long-range plans of the School of Education. Chairman Troy asked for ths specific composition of this committee, and Mr. Bischoff explained that there would be four faculty members

of the School, two from the Faculty Senate Review Committee, other members from the Goodlad committee, and Associate Provost Woodbury of the Amherst campus.

Chairman Troy asked why the work of this committee was expected to take six months, and Mr. Bischoff stated that no such study in his experience had taken less. Much discussion was needed, he said, and it was better to err on the side of too much discussion than too little. Mr. Lynton observed that a study of the purpose and practical validity of the School of Education--essentially a philosophical study--was not the kind that should take six months, unlike a study of curriculum and programs.

President Wood said he hoped that the Senate and the House would soon vote out an FY 1976 budget and tax package. After that happened, he said, the process for the FY 1977 budget would begin immediately. In these circumstances, he said, it would be desirable to complete soon a study of the following issues: (1) What should be the undergraduate and graduate mix in the School of Education; (2) should the graduate enrollment be cut back because of the realities of the marketplace; (3) how would answers to these questions affect the faculty; (4) what should be the distinctive role of the School of Education; and (5) what should be the posture of the School with respect to that of the State Colleges. He remarked that if these questions are not answered by spring, with the new budget process under way, it might be too late. Both he and Mr. Lynton stressed the necessity for answers in a few months. Mr. Alfange said he did not believe that the campus was wedded to the projection of six months. Mr. Chappell informed the Committee that the Graduate School was engaged in a study of graduate enrollments and that the graduate enrollment of the School of Education was to be taken up next week. He said the results of this study would control spring admissions and would bring about substantial changes.

Trustee Morgenthau asked President Wood to explain his remark about the relationships to the state colleges. The President explained that the educational mission of the state colleges present the University with the questions of: (1) do we continue our undergraduate programs, and (2) should our graduate work have a distinctive mission. In the context of continuing resource scarcity, said the President, answers as to the priorities in the work of the School are needed now.

Chairman Troy pointed to the fact that the School had had more than a thousand education majors, and this with the great glut of teachers and the continuing production of teachers by the state colleges was a serious issue. What was the School doing about this? Ms. Craig said that the undergraduate enrollment had peaked about 1972 and that efforts to cut back had been instituted since then, both in numbers of programs and in students

in the programs. This was a difficult process in a public institution, she said, but there were now 979 undergraduate education majors, including pre-education majors. Freshmen were no longer accepted as education majors.

Mr. Callahan said that he had read both reports and he said he thought perhaps that Mr. Bischoff was not aware of what an embarrassment the School of Education events had proved to be to the University. He said he did not know what the impact in financial terms would be, but he knew that the University was in serious trouble because of the views of many persons outside the University as a result of the problems of the School of Education. The President reiterated Mr. Callahan's remarks by observing that the Medical School's statement of goald had been immensely effective in countering concerns on the outside that the Medical School was determined to produce superspecialized physicians. He said the outside voices had not quieted on the School of Education, and that the School was therefore terribly vulnerable. He added that while he had shared the enthusiasm of former Dean Allen for spontaneity in education, if the campus did not come to grips with the question of the size of the School soon, in a significant fashion, the University as a whole would have to. Time was critical, he concluded.

Mr. Bischoff remarked at this point in the discussion on the issues which the President had mentioned of enrollment and programmatic emphasis, the School and the campus need and would welcome the President's and the Trustees' guidance, especially in regard to the interface of programs with State and Community Colleges. He cited as most useful a previous occasion when the President's Office entered into arrangements with the other segments of higher education on nursing education. Traditionally, he said, the Amherst campus has sought to provide education in areas which students experssed interest in--and the fact that this year there continues to be a large undergraduate enrollment indicates that they still choose to be education majors regardless of the state of the job market in that area. He said the campus was not in a position to calculate the role of the School of Education relative to the State Colleges, but would need the guidance and assistance of the Board.

Several of the campus representatives explained that the campus had not been idle, and that the idea that the spirit of Dwight Allen was still controlling the School of Education was completely wrong. Mr. Alfange contrasted the receptive attitude of the Faculty of the School to the new academic reports with its reaction to the Fairbairn report of 1971 which was, he said, "Go to hell; we don't want your old-fogey ideas." Ms. Craig described the new procedures within the School for both fiscal and academic review of programs as they are submitted for funding in order to prevent overlap. Members of the Committee described these positive steps for changes within the School as encouraging.

The Chairman recognized Trustee Morgenthau, who had asked that the Committee have an opportunity to discuss the Hay Report. She said she realized there was not engouth time to do this at this meeting, but she asked that it be put on the agenda of the next meeting. Chairman Troy explained to the Committee that, although he had suggested to Trustee Morgenthau that the Hay Report was not per se a Faculty and Educational Policy Committee issue, he agreed with Professor Wilkinson that its possible academic implications were appropriate for a Committee discussion.

After a brief discussion of the format for such a discussion, it was agreed that the proper context would be the academic implications of organization and centralization of the University, since this was a long-standing issue of the interaction of governance and the administrative structure, which had apparently come to a head over the Hay Report. It was suggested that the Faculty Representatives should begin the discussion. The President predicted that once this discussion was completed and all parties were clear on the points of view of the others, major differences of opinion would persist.

There was no further business to come before the Committee and the meeting was therefore adjourned at 12:45.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

October 22, 1975; 4:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Gordon, President Wood; Trustees Dennis, Fielding, O'Keefe; Mr. Colby representing Trustee Winthrop, Mr. Wolfman representing Trustee Dukakis; Secretary Hardy, Treasurer Johnson; Ms. Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. O'Leary, Assistant University Counsel; Mr. Lewis, Staff Assistant, Office of the Budget

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Mr. Cathey, Controller

Guests: Mr. Joseph Albert, Insurance Advisor; Mr. John Wood, Standish, Ayer & Wood, Investment Counsel; Mr. Frank Harrison, student

ABSENT: Trustees Abrams, Robertson, Rowland, Weldon, Winthrop

Report of Investment Counsel

The meeting was called to order at 4:05 p.m. by Chairman Gordon. At the request of the Chairman, Mr. John Wood of Standish, Ayer & Wood reported on the University's investments. He said the Committee would receive statistical tables with the usual formal written report at a later date. The main item to deal with at the meeting, he said, was the investment of available cash. He referred to his letter to the Committee suggesting that these funds be invested in top-quality intermediate bonds. He said that the stock portfolio is up to 67 percent, which may be a little higher than necessary, and also, at the current time the spread between government bonds and ordinary corporate bonds is small. For these reasons he recommended the purchase of Federal Banks bonds selling at 101-3/8 with a yield of 8.55 percent, maturing in April, 1979. Treasurer Johnson informed the Committee that although the amount currently available for the purchase of bonds is nearer to $20,000 than to the $25,000 he had anticipated, more money will be available within the next week to ten days, and he would like authorization to invest as much as $50,000 within the next 30 days in Federal Banks as funds become available, providing that there is no significant change in the market situation during the period in question.

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On motion made and seconded, it was

VOTED: To authorize the Treasurer of the University, Kenneth W. Johnson, to invest during the next 30 days a sum not to exceed $50,000 in Federal Banks bonds at 8.55 percent maturing April 1979.

Consultant Fee

At the request of Chairman Gordon, Treasurer Johnson explained to the Committee the reason for the request from Standish, Ayer & Wood for an increase in fees, as outlined in their letter of September 8, previously circulated to the Committee. He said that the University, as an educational client, had received a special rate from Standish, Ayer & Wood, and that there had been no fee increase since 1967. He explained that the University paid the investment consultants two separate fees: (1) a fee for advice on the endowment fund and (2) a retainer for advice on the operating funds. He said that since certificates on deposit have become a good investment, the University has not required the advice of the Investment Counsel on the operating funds, and therefore, he recommended dropping this service, and using the money saved to offset the increase in the fee for advice on the endowment fund. In this way, the increase in fee could be absorbed without additional expense to the University. The Committee agreed.

Report of Insurance Advisor

Chairman Gordon then requested Mr. Joseph Albert, Insurance Advisor, to bring the Committee up to date on insurabce coverage for the Medical School and hospital. Mr. Albert said that in compliance with the instructions of the Committee at its last meeting, he had obtained insurance through the Massachusetts Joint Underwriters Association (JUA) for malpractice coverage for all employees at UM/Worcester, excluding practicing physicians, but including residents and students. The policy contains coverage for $1 million each individual/$10 million aggregate, and $1 million/$3 million for approximately 31 residents. He said that since the residents will be rotating through the various Worcester hospitals, he had suggested that the UM/Worcester personnel talk with the various hospitals involved about the possibility of their hospitals obtaining malpractice insurance for residence on some kind of cost-sharing basis.

He said he had continued investigation, as requested by the Committee at its last meeting, but had not yet been successful in securing General Liability coverage for UM/Worcester at a price which he felt was reasonable. To date he said the best figures he would offer were $1 million coverage for a premium of $56,000 and $300,000 for a premium of $42,500, both of which he felt were too high. He explained that when he had obtained the General Liability Insurance for the UM/Amherst and

UM/Boston campuses, coverage was obtained to a limit of $300,000 with additional coverage of $5 million for catastrophies under an umbrella policy, but that he could not find any company willing to provide the umbrella coverage for UM/Worcester.

He said the University has now received notice of the cancellation of the umbrella policy for the Amherst and Boston campuses. The insurer, he said, claims that he was improperly advised of the extent of automobile exposure. Mr. Albert indicated his concern that this was a basis on the part of the insurer to increase the fees. The company is now asking an additional $7500 for the umbrella coverage. Mr. Albert said he was trying to bargain with the insurere, asking him to omit the automobile coverage but to include the Worcester campus.

He said that in obtaining the malpractice and general liability coverage from two companies, there is the possibility of neither insurer accepting liability for a particular claim, in which case it would be necessary to seek resolution in the courts, a time consuming procedure. The question, he said, was whether the University would be willing to accept this risk due to the saving in cost. Several alternatives were suggested and further discussion ensued, the consensus being that the saving in premium costs was worth risking the grey area problem and that Mr. Albert should continue to pursue general liability insurance for the Worcester campus at a rate that seems reasonable. It was suggested that Worcester-based insurance companies might be approached.

UM/Worcester--Authorization of Signature for Processing Blue Cross Draft

Chairman Gordon then asked Mr. Cathey to explain the Blue Cross hospital draft. Mr. Cathey said that by availing itself of this option, the hospital can pay itself immediately upon completion of regular Blue Cross hospital claims, enabling the hospital to gain a substantial increase in its cash flow. In order to use this procedure, said Mr. Cathey, the signatures of those authorized to sign the drafts must be on file with Blue Cross. The Committee was requested to recommend that the Board of Trustees authorize the hospital to use the procedure and further authorize the Treasurer to approve three UM/Worcester employees for signing the drafts. Trustee Dennis asked what internal controls were provided to assure that the funds will be properly handled. Treasurer Johnson explained the division of the receipts and payments operations, which effectively prevent any misuse of the monies collected. There being no further questions, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize the University of Massachusetts Teaching Hospital to utilize the Blue Cross draft procedure for services billed Blue Cross patients. Further, to recommend that the Board of Trustees authorize the University of Massachusetts Treasurer to approve three employees of the

UM/Worcester campus for the purpose of signing the Blue Cross drafts for services billed by the University of Massachusetts Teaching Hospital.

UM/Worcester--Status of Hospital Charges

At the request of Chairman Gordon, Mr. Cathey explained the status of hospital charges at UM/Worcester. He said the Rate Setting Commission had approved a flat $50 fee for outpatient services, rather than the range of fees requested by UM/Worcester. He said that Counsel O'Leary had appealed to the Rate Setting Commission for a revision of this fee. The Commission had established the flat fee in accordance with regulations for other state hospitals which, he said, have a more homogeneous type of patient. The University had requested a range of fees similar to those charged at other teaching hospitals. He said the Rate Setting Commission is now establishing a new set of regulations expected to be effective November 1, which will allow the hospital to charge fees based on the specific services rendered, as originally requested.

Trustee Fielding commented that it has been the practice of the Rate Setting Commission to cross-subsidize individual charges, but that although this practice may continue, a close accounting will be required in the future as to the actual cost of the various services. He said he assumed that it was the intent of UM/Worcester to make the services self-sustaining. Mr. Cathey said that the start-up rates were established with three factors in mind: (1) the cost of the services rendered, (2) the rates charged for the services by the community hospitlas and (3) the rates charged for these services by the Boston teaching hospitals. Trustee Fielding asked if the fees for primary care and referral services were the same. Mr. Cathey replied that there were different fees for different levels of care. Trustee Fielding said that the cost for services provided at a teaching hospital were substantially higher than the cost for the same services provided in a private physician's office. He said he realized the value of the education factor but thought the cost should be kept in mind when considering an expansion of services. Chairman Gordon explained that when rates were originally established, many factors were considered, such as the possibility of (1) taking patients away from other hospitals in the area if the rates were too low and (2) discouraging potential patients in the rates were too high. He said the final proposal had been an attempt to reconcile the various factors. Trustee Fielding said he agreed with the philosophy where outpatient charges were concerned but questioned whether the state agencies referring patients to the hospital should be forced to pay a premium for inpatient services in order not to be competitive with community hospitals. He suggested that the Committee could consider this subject further at another meeting. Chairman Gordon said there would be continuing dialogue on this subject.

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Review of Systems for Processing Grants and Contracts

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President Wood, at the request of the Chairman, reviewed briefly the status of the UM/Amherst School of Education. The President said that he, Chairman Gordon, the Treasurer, the Vice President for Academic Affairs and the auditors must meet to discuss the recommendations of the audit reports submitted to the Committee in August and the restructuring of the general administrative processes of the University. He said that at the meeting of the Committee on Faculty and Educational Policy earlier in the day, there had been a very productive discussion on the academic aspect of the School. He then asked Mr. Lynton to inform the Committee as to the progress being made on the academic portion of the review.

Mr. Lynton replied that the campus had responded very actively by setting up a number of task forces to study the programs of the School and that he thought by the end of the academic year considerable progress would be made toward reorganization of the School. Treasurer Johnson added that the revised guidelines for the administration of grants and contracts endorsed by the Board in April had been implemented, reviews of the Coopers & Lybrand report had occurred on all the campuses and that nearly all of the corrective measures recommended by the various audit reports had been implemented.

Chairman Gordon reiterated his earlier statement that the Finance Committee and its Chairman would take this matter very seriously and will follow with interest the administration of the grants and contracts procedures. Trustee Dennis stated his wish, as an auditor by profession, to take an active interest in the review of accounting procedures.

UM/Amherst--Discontinuance of Room Deposit Fee
(See Doc. T70-090)

At the request of Chairman Gordon, Mr. Gulko introduced the next agenda item, the matter of Discontinuance of Student Room Deposit Fee--UM/Amherst. He said that in 1970 the Trustees had authorized the establishment of the room deposit fee (Doc. T70-090) to facilitate the reservation system, but that since that time the campus has initiated an advance registration procedure and early billing; therefore, the fee is no longer necessary or desirable. He said that loss in revenue to the residence halls will be compensated this year by increased occupancy, although in future years the students may be required to pay higher rents to offset the loss of revenue. He said that the students had indicated they would rather pay the nominal increase in rent than to pay the room deposit. Secretary Hardy, speaking for Trustee Rowland in her absence, asked if the acceptance of the possible increase was studentwide. Trustee O'Keefe said that the Tenants Association, the Rents Increase Committee and the Student Senate were all aware that the elimination of the room deposit might result in a small increase in rent and were in favor of the discontinuance of the deposit. On motion made and seconded, it was

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VOTED: To recommend that the Board of Trustees amend Doc. T70-090, said document to be redesignated T70-090A, by striking out that section beginning on page two and ending on page three which begins with the words "In order to guarantee housing for a student in the residence halls..." and ends with the words, "... is authorized to formulate procedures and instructions to implement this policy...," and further to recommend that all deposits paid under this section by students presently enrolled at the Amherst campus be refunded, any balance remaining in the student room deposit fund after all deposits have been refunded to be made available to the residence hall system for student programming in FY 1977.

UM/Amherst--New Endowment Funds

The next item of business was the matter of two new endowment funds at UM/Amherst. At the request of Chairman Gordon, Treasurer Johnson gave the Committee background information on the endowments. The first, the Charles Hiram Thayer Fund (Doc. (T76-012) was being established in memory of a long-time professor in the College of Agriculture, and the second, the Homer J. Barr Memorial Fund (Doc. T76-013) was being established in memory of a wrestling coach, who had died suddenly last summer. He had been active in obtaining scholarships for students in the wrestling program.

Trustee Dennis asked the Treasurer if he would explain the Trust Fund process. Treasurer Johnson reviewed briefly kinds of trust funds, such as endowment funds, student activities funds, self-liquidating projects such as residence halls, and research funds. He indicated his willingness to go into more detail with Trustee Dennis at some time convenient for him. It was then moved, seconded and

Charles Hiram Thayer Endowment Fund (Doc. T76-012)

VOTED: To recommend to the Board of Trustees establishment of the Charles Hiram Thayer Fund in the amount of $3,052 as an endowment fund for the purpose of using the annual earned income to provide short-term emergency loans at no interest to students registered in the Stockbridge School of Agriculture. Repayment of current outstanding loans issued by the existing trust fund loan account shall be added to endowment principal; whereas, loans issued effective with the date of this vote shall be returned directly to the loan fund for immediate reissue. All loans must be approved by the Dean of the Stockbridge School of Agriculture.

It was further moved, seconded and

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Homer J. Barr Endowment Fund (Doc. T76-013)

VOTED: To recommend to the Board of Trustees acceptance of the Homer J. Barr Memorial Fund as an Endowment Fund for the purpose of making annual awards of $150.00 from income earned during the preceding fiscal year to students actively participating in the intercollegiate wrestling program at the Amherst Campus. Selection of the recipient shall be made by the subcommittee on athletic grants-in-aid of the Amherst Campus Committee on Financial Aid and Scholarships. Unused income remaining after annual awards have been made shall be added to the principal of the fund on June 30.

Trust Fund Interest

Chairman Gordon asked Treasurer Johnson to introduce discussion of Trust Fund Interest. Treasurer Johnson referred the Committee to the background information previously circulated and said he would elaborate if Trustees had questions. He said that the ability to zero-balance disbursement accounts had made possible the maximizing of the "float" by placing the money in savings accounts and investing it in short-term certificates of deposit, thereby increasing substantially interest income.

Ohio Land Sale--Deed of Easement (Doc. T76-017)

The last agenda item, the status of the sale of land in Ohio, was introduced by Treasurer Johnson at the request of the Chairman. He said for the benefit of new members of the Committee that the land involved had been given to the University under the terms of the will of an alumnus, Murray D. Lincoln, and currently the University had a Purchase and Sale Agreement with Nationwide Development Company for a portion of the land. He said that he had now had a request for a Deed of Easement (Doc. T76-017) from the City of Columbus to allow them to extend the city water line along one boundary of the property. The water line, said Treasurer Johnson, would increase the value of the property and was, therefore, beneficial to the University.

On motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University, Kenneth W. Johnson, to execute on its behalf a deed of easement to the City of Columbus, Ohio as more particularly described and set forth in Trustee Document T76-017 and to accept the City's offer of $1,815.00 as compensation for said easement as set forth in its letter of October 8, 1975, attached to said Trustee Document; further, that the Treasurer be authorized to take such other action and to execute such other documents as may be necessary to effectuate the granting of this easement and to ensure receipt of said compensation.

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Treasurer Johnson added that he would report further on the status of the sale at a later meeting. There being no further business, the meeting was adjourned at 5:20 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
BUILDINGS AND GROUNDS

October 24, 1975; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Spiller, President Wood; Trustees Clark, Dennis, Eddy, Rothenburger; Mr. Wolfman, representing Trustee Dukakis; Treasurer Johnson; Ms. Eichel, recorder

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Lewis, Staff Assistant, Office of the Budget; Mr. Post, Assistant Vice President for Physical Planning; Mr. Stephenson, Staff Associate, Planning Office

UM/Amherst: Mr. Littlefield, Planning Director

UM/Boston: Chancellor Golino; Mr. Meehan, Planning Director

UM/Worcester: Mr. Greig, Director of the Physical Plant

ABSENT: Trustees Shearer and Winthrop

The meeting was called to order at 10:10 a.m. by Chairman Spiller.

UM/Worcester--Motor Vehicle Regulations (Doc. T76-014 and T76-014A)

At the request of Chairman Spiller, Mr. Greig introduced the matter of Motor Vehicle Regulations and Traffic Regulation Map--UM/Worcester (Doc. T76-014 and -014A). He said that the regulations, which are similar to those previously adopted by the Board for UM/Amherst and UM/Boston, had been approved by the UM/Worcester administration. Mr. Greig added that arrangements are being made to secure traffic signs but until they are in place, it will be difficult to enforce the regulations.

In response to a query from President Wood, Mr. Greig replied that the campus does not anticipate imposing fees for surface parking lots until such time as there are an adequate number of on-grade paved parking areas. Vice President Robinson added that there is need for further discussion on the subject of parking fees before the campus can initiate action. On motion made and seconded, it was then

VOTED: To recommend to the Board of Trustees that it approve and adopt the Motor Vehicle

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Rules and Regulations for the University of Massachusetts at Worcester and the Traffic Regulation Map as set forth in Trustee Documents T76-014 and T76-014A, respectively.

UM/Amherst--Land Transfer, Town of Amherst to University (Doc. T76-015)

Chairman Spiller asked Mr. Littlefield to brief the Committee on the next agenda item, the Land Transfer, Town of Amherst--UM/Amherst (Doc. T76-015). Mr. Littlefield reported that in 1938, the University deeded to the Town of Amherst a plot of land in Hadley on which the Town subsequently built a sewage treatment plant. In 1960, the University asked the Town of Amherst for permission to build a research facility on a portion of that land, which request was granted, but for which the Town of Amherst neglected to obtain a building permit from the Town of Hadley.

In 1975 when the Town of Amherst applied for a zoning variance for a new treatment plant, the Hadley Zoning Board of Appeals denied the request, partly because of the technical violation concerning the lack of a building permit for the research facility. The Town of Amherst later obtained the building permit for the new sewage treatment plant, but not for the research facility. Since the University as a state institution is not subject to zoning regulations, the Town now proposes to transfer the land on which the research facility stands to the University. Mr. Littlefield called attention to an error of fact in the Trustee document, which did not indicate that the research facility was extant. The correction was noted and on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it accept, for zero or nominal consideration, the fee in and to a certain parcel of land from the Inhabitants of the Town of Amherst, said land being a triangular parcel bounded and described as follows:

> Beginning at a point on the southerly side of a discontinued county layout named North Hadley Road, said point being the northwest corner of land owned by the Inhabitants of the Town of Amherst. Thence running along said North Hadley Road S. 61°-55'-48"E., a distance of 70.86' to a point; thence running through land belonging to the Inhabitants of the Town of Amherst S. 28°-00'-45" W., a distance of 219.80' to a point; thence

running along land of the Commonwealth of Massachusetts (University of Massachusetts) N. 10°-09'-00" E., a distance of 231.01' to the point of beginning. Said parcel containing 7,787 swuare feet, and being part of those premises conveyed by the Trustees of the Massachusetts State College to the Inhabitants of the Town of Amherst by deed dated January 18, 1939 recorded with Hampshire County Registry of Deeds in Book 940 Page 517.

Further, that the Treasurer of the University, Kenneth W. Johnson, in consultation with the General Counsel to the University, be authorized to execute any documents which may be required to effectuate this vote.

UM/Amherst--Naming of Theater in Fine Arts Center for Frank Prentice Rand

Chairman Spiller next turned to the naming of the Fine Arts Theater--UM/Amherst. He said that in March 1973 Chancellor Bromery had forwarded a petition from the Rand Name Committee, together with letters from other individuals, suggesting that the Fine Arts Center or a theater therein be named for the late Frank Prentice Rand, a former professor at UM/Amherst, author, poet and dramatist. He was an outstanding teacher, the University's first historian and head of the English Department. Among his publications, said Chairman Spiller is a history of the Town of Amherst. His nomination has the endorsement of Trustee Troy, Chancellor Bromery, Dean Jeremiah Allen and members of the Theater Department, the University of Massachusetts Foundation, as well as others.

Discussion ensued concerning policies and practices for the naming of buildings in general and Chancellor Golino stated that at UM/Boston the naming of buildings is a matter of major concern. Although the subject of building names will be a matter for further discussion by the Committee, it was the consensus that the theater could be named at this time, and on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the Main Theater in the Fine Arts Center at the Amherst Campus be named "The Frank Prentice Rand Theater."

At the request of Chairman Spiller, Mr. Littlefield introduced discussion of the proposed Bus System--UM/Amherst. He said the campus is seeking a capital grant to gain ownership

of buses now being used under a Federal domonstration grant. There was a further proposal to expand the fleet in order to add another bus route and to make the service more reliable. He said the buses currently in use are deteriorating and that additional buses are required during peak periods.

The bus service, he said, is a part of a Balanced Transportation and Parking System. There are now 18 buses and by increasing the number to 25 it would be possible to improve the current service and to add a third commuter route to serve the East Hadley area. The two present routes serve the outlying districts of Sunderland (a distance of 5 miles) and South Deerfield and Belchertown during off-peak periods. The funds for the operation of the bus system are obtained from parking fees. Mr. Littlefield explained that the proposed bus system would be the bus system for the Town of Amherst and would be fare free in order to encourage commuters to use the bus rather than to drive to the campus. He said that 75 percent of the bus travel is within the Town of Amherst. Questions were raised with regard to financing, competition with other carriers and non-University riders.

Trustee Eddy said that the Town of Amherst had been very supportive of the original experiment. She said that the University bus system would operate under the jurisdiction of the Pioneer Valley Transit Authority and that the Town of Amherst would negotiate with the University if it desired bus routes in addition to those provided by the University for its own benefit. In response to a query from Trustee Clark, Mr. Littlefield said that safeguards would be provided in any contract so that the University would not be liable for providing service if funds were not available. Mr. Littlefield said there was no action expected on the bus system at this time except for approval of the building of a new repair and storage facility for the system. Questioned as to whether an existing building could fulfill this need, Mr. Littlefield replied that since grease pits and other such service facilities could not be provided, the new structure was necessary. On motion made and seconded, it was then

VOTED: To recommend to the Board of Trustees that the drawings and specifications for a bus storage and maintenance facility at UMass/Amherst be approved and the construction of such a facility be authorized, subject to receipt of a capital grant from the U.S. Department of Transportation.

UM/Boston--Phase I Mechanical Systems

Chairman Spiller asked for a report on the Phase I Mechanical Systems--UM/Boston. Mr. Meehan reported on numerous difficulties with the air-conditioning system located in the Service Building. There has been a corrosive problem in the

pumping system almost from the time the campus opened. In addition, he said, the compressors have malfunctioned to the point where two of the four had to be retooled by the manufacturers (at their own expense). Thus far, there have been some $400,000 in additional expenses over and above the original contract of $6 million. The campus is now faced with the necessity of incurring major maintenance expenses so that the system can continue to function. Moreover, a large capital expenditure is required to correct the defects on a long-range basis. Trustee Dennis asked who ultimately would have to pay for the defects in the system and Mr. Meehan replied that it was the responsibility of the Bureau of Building Construction to obtain satisfactory performance of the contracts, but that in the meantime University money had been used. He said that in addition to the problems in the pumping system, there are also problems with the ventilation systems in College I.

Mr. Greig indicated that UM/Worcester had also experienced incidents of lack of performance on the part of contractors and lack of support from the BBC.

Chairman Spiller asked Mr. Greig to prepare a list of uncompleted work at UM/Worcester for which payment has been made by the BBC for submission to the Committee for consideration at its next meeting. At the same time, the Committee urged that a list of the deficiencies at UM/Boston be formally brought to the attention of the BBC by General Counsel. On motion made and seconded, it was then

VOTED: To request the President to explore with the General Counsel the legal steps to be taken to initiate a satisfactory resolution of the deficiencies in the mechanical systems at the Harbor Campus, and to insure that the Bureau of Building Construction has been properly and formally notified of the University's objections to and lack of acceptance of the same, and to report to the Committee on Buildings and Grounds at its next meeting.

Chairman Spiller next asked President Wood to introduce the matter of Permanent Financing of the Campus Center and Fraternity/Sorority Park--UM/Amherst. President Wood said that this is a very complex matter which has generated a great deal of concern over the years. A staff paper had been prepared for the Committee providing background information and a more detailed study of options available to the University is now being made. In preparation for discussion at a later date, Chairman Spiller suggested that the Committee read the paper and offer suggestions for possible solutions.

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Chairman Spiller asked next for status reports on a variety of matters.

UM/Boston--Calf Pasture Pumping Station

Chancellor Golino reported first on the progress of plans for the conversion of the Calf Pasture Pump House adjacent to the Harbor Campus to a campus/community facility. He said the Advisory Committee had submitted its report and that it was now appropriate to pursue options for financing the project.

Chairman Spiller reviewed briefly proposed plans for the building for the benefit of the new Committee members and explained that an extensive presentation had been made at the last Committee meeting by the architects who had planned the renovation of the building.

Trustee Rothenburger emphasized the importance that the students place on having space where they can meet. He urged that the Student Activities Committee and the students in general be involved in the planning stages. It was the sense of the meeting that Chancellor Golino should thank the Advisory Committee for its work and indicate that the Buildings and Grounds Committee supports the plans for the building and has asked him to look into various financing options.

UM/Boston--Use of 100 Arlington Street by Boston School Department

Next to be considered was the use of the University facilities at 100 Arlington Street by the Boston School Department. Chancellor Golino reported that there were fewer students than anticipated, and that everything appeared to be going smoothly.

UM/Boston--Building 120 (Gymnasium)

Mr. Meehan then reported on the progress of the gymnasium at UM/Boston. He said he expected that the contract for the foundations would go out to bid shortly. Working drawings for the building, he said, were progressing and he anticipated that the main construction contract would go out to bid in February.

UM/Worcester--Site Work

Mr. Greig reported that site work at UM/Worcester would be let momentarily. Parking areas which include the emergency area and the outpatient parking zone of the hospital should be finished by December 15. Landscaping for the hospital will not be completed until spring. Contracts have not yet been let for the remainder of the landscaping

UM/Amherst--Fine Arts Center

Mr. Littlefield reported that although the formal opening of the Fine Arts Center was held on October 10, the concert and recital halls would not be fully operative until the sound and lighting contracts had been settled.

UM/Worcester--Heritage Society Plaque

Mrs. Robinson explained briefly that the Worcester Heritage Society had asked and received permission to include the

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UM/Worcester Medical Science Building on a walking tour in connection with Bicentennial activities. A Plaque would be affixed to the building by the Society.

UM/Boston--Kennedy Library Site Selection

Mrs. Robinson then brought the Committee up to date on the status of the Kennedy Library site selection. She said University personnel were working closely with the Library Committee and that a decision will probably be made by the Board of Directors of the Kennedy Corporation on November 24. The Harbor Campus, she said, is now one of the two sites still being considered. The other alternative site would put the archives in Cambridge and the museum in Charlestown. Trustee Clark remarked on the lack of support given by the City of Boston for the Harbor Campus site. Mrs. Robinson stated that there is much enthusiasm in the Dorchester community over the prospect of having the Library complex located at UM/Boston. Trustee Clark said that the Columbia Point community was now supportive of the overall concept of the redevelopment of the area, where they were once apprehensive. Mrs. Robinson said that the Harbor Campus would provide a dramatic site for the Library and that the University would continue in its efforts to bring the complex to the campus.

The last agenda item was the matter of Committee procedures and schedule. It was the sense of those present that some meetings should be held on the various campuses to enable new Trustees to become familiar with the physical plants. It was agreed that Secretary Hardy, in consultation with Chairman Spiller and Vice President Robinson, would develop a schedule for future meetings of the Committee, that the Committee would continue to meet on a bi-monthly basis with additional meetings called as required. There being no further business, the meeting was adjourned at 12:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

October 28, 1975; 10:30 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Carlson; President Wood; Trustees Croce, Dennis, Rothenburger and Troy; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Lewis, Staff Associate, Budget Office

UM/Amherst: Chancellor Bromery; Mr. Bulko, Budget Director; Mr. DeShields, Assistant to the Chancellor

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Cathey, Controller; Mr. Keane , Budget Director

Guest: Mr. Burton Wolfman, Undersecretary of Educational Affairs

ABSENT: Trustees Breyer and Gordon

FY 1977 Budget

The meeting was convened at 10:30 a.m. President Wood began at Chairman Carlson's request by informating the Committee that the University was being asked to begin its presentation of its FY 1077 budget request when there was not yet an FY 1976 budget. He said that the House and Senate were in the process of resolving the difference between their two versions of the FY 1976 budget. He said he hoped for progress within the week, especially to restore the UM/Boston appropriation from the Senate level to the House level. The President then asked Mr. Gartenberg to comment.

Mr. Gartenberg described the differences between the Executive Budget recommendation and the proposed Budgets of the House and Senate. The House and Senate versions differed significantly, he said, most seriously in the recommendation for the UM/Boston appropriation: $17.5 million in the House version,

$16.9 million in the Senate version. He said that the House and Senate versions also differed in the language governing use of appropriate funds. He also pointed out that a position freeze was still in effect, and that approximately 12 percent of the positions in the University were frozen.

Chairman Carlson asked whether there would be difficulty in meeting the University payroll in November. Mr. Gartenberg replied that this would depend on when the full budget was enacted.

Chancellor Bromery summarized the problems of the Amherst campus. The first was the problem of fuel purchases: the campus must have the funds to encumber before it can order fuel. The second serious problem, said Chancellor Bromery, was the effort to hold down the nonpersonnel expenses in order to meet the payroll. He described the one-twelfth method of purchasing supplies as the most inefficient and costly possible and said that if the campus received the $66.4 million proposed by both the House and Senate appropriations proposals, it will be necessary to begin to consider laying off people. He described the futility of attempting a FY 1977 Budget exercise without having the FY 1976 Budget.

Chancellor Golino said that the UM/Boston situation was critical and discouraging because of the uncertainty. He said that the campus is asking to plan without knowing what resources it will have to base its plans on. He said that the vacant positions were the biggest problem, and observed that the campus is very understaffed. The House level of $17.5 million would permit the campus to continue operating, said the Chancellor, but the $16.9 million figure would pose major problems. It would require layoffs and substantial program cutbacks.

Chairman Carlson asked about the plans for the spring semester, and Chancellor Golino replied that admissions would be cut back, otherwise the quality of the education would be seriously, perhaps irreparably, damaged. The campus was presently planning for the fall 1976 semester, he said, and he believed that it should maintain the 6,600 enrollment level. He also stressed the importance of the University having flexibility in the use of whatever appropriation it does finally get. He also told the Committee that high-quality professional persons are leaving. The point was made that, even in a difficult job market, the best people are able to go elsewhere.

Chairman Carlson next asked Acting Dean Butcher for his remarks. Dr. Butcher said that the opening of the hospital

was the biggest issue. Chairman Carlson asked about the proposed opening date of the hospital, and Dr. Butcher said that the target date was still December 1, but he said that it would be difficult to open the hospital without authorization to hire the people needed to staff it. Mr. Gartenberg indicated that the Worcester campus has received authorization from the President's Office to use nonstate funds to hire personnel office staff necessary to carry out the recruitment effort.

Trustee Rothenburger stated that the uncertainty also affected students, in that they were unable to plan their own schedules and programs without knowing what programs would be available. Professor Marshall seconded Chancellor Golino's statement that when the quality goes, it is impossible or difficult to replace. As an example, she cited the loss of several kep people in the Spanish Department of the Boston campus who cannot now be replaced. She observed that Spanish is an important language in this area.

Mr. Gartenberg said the Budget Office hoped to present the Trustees with a detailed operating budget proposal for FY 1976 by February. He said that the President's guidelines had suggested two principal options: (1) to continue the across-the-board cuts and freezes, or (2) to make program adjustments. The Chancellors had been asked to do the latter in FY 1976, but it was recognized that the short-term effects would be marginal.

Chairman Carlson asked whether the Budget and Faculty and Educational Policy Committees would see the proposed program changes and whether these Committees would have an opportunity to have an impact on them before they were fed into the FY 1977 Budget. Chancellor Bromery said that major program shifts would take four or five years to put into effect, and Chairman Carlson emphasized that he wanted to know what the shifts were. Mr. Lynton explained that the provosts of all campuses had been asked to tackle the broad outlines of program adjustments by January 1 so that the Committees and the Board could discuss them in January and February. He said that this effort must begin at the campus level in the next two months.

Chancellor Bromery indicated that the Budget Committee was aware that his campus was actively engaged in making programmatic reviews. The long-range shifts, he said, would involve sensitive personnel decisions, including decisions about tenured faculty. This, he said, could not be done immediately. Mr. Gulko said that the campus had been at work for more than a year developing criteria and procedures, and it was just now becoming possible to make some decisions on the basis of these criteria. When decisions are made, he said, it will be two or three years before any benefits will be recognizable. Chairman Carlson said

he was aware of these facts but said the University must begin the process.

Chancellor Golino said the position of the Boston campus was different from that of the Amherst campus in that he could not make shifts or programs which were not yet in place. He said he hoped that campus could continue its thrust and not be stopped dead. Chairman Carlson replied that this would imply that the campus must come to grips with the question of the future of Colleges I and II. Chancellor Golino added that it must also address the question of how this would affect Colleges III and IV.

Trustee Troy remarked that it would be possible to reduce enrollment without eliminating programs, but the point was made that to do so would have some effect on the programs. Trustee Rothenburger said the proposal for a raise in tuition was perceived by many students as racist and threatening to minority students. Mr. Gartenberg replied that the impact of a tuition raise on minority students would be offset by existing patterns of federal aid. Mr. Lynton said that the Trustees would be presented with detailed models on the impact a raise would have on several types of students.

Trustee Rothenburger said that the dissemination of this kind of information--about available aid to mitigate a tuition raise--was not adequate on the campus. He added that even doubling tuition would have a marginal effect on the state's budget deficit. Chairman Carlson agreed about the latter point, but said that he viewed the proposal for a tuition raise as a realistic acknowledgement of the common view that public higher education is a bargain, and that in the present fiscal condition of the state those who benefit from this education ought to make a larger contribution.

Chancellor Golino described the proposal for a tuition increase as a simplistic solution to a complex problem, and he said he feared that those who would be hurt must by it were not the very poor nor the middle class, but those in between. Chairman Carlson said that all members of the Committee shared that concern.

Mr. Gartenberg turned to the FY 1977 Budget, saying that an early November submission date had been asked by the executive branch, although there were no forms yet available with which to make the submission. Hearings were to be divided into two categories, the first set schedule to begin November 6 on specific issues which affect all areas of higher education. He expressed uncertainty about the purpose of these hearings. Mr. Wolfman explained that the hearings were designed to be an informal platform for faculty, students, and citizens' advocacy

groups to express their concerns about program areas to the executive. Mr. Gartenberg asked how this related to institutional planning, and Mr. Wolfman replied that these citizen concerns could be fed back into the formal budget process. Mr. Lynton asked whether there would be input from the institutions involved, and Mr. Wolfman answered that there would be an opportunity for formal budget hearings with the institutions later, and that these hearings were primarily a forum for citizen participation.

Mr. Wolfman was asked what he meant when he said that faculty members would testify at these hearings. He said that individual faculty members were authorized to speak for the University. Mr. Wolfman said that this was not the assumption, but Chairman Carlson said that this was how it would appear and that this seriously concerned him. To turn these sessions into actual budget hearings, he said, would be totally inappropriate.

Mr. Lynton asked what the purpose of these hearings was, and Mr. Wolfman said they were just like any legislative hearing or governmental hearing which provides an opportunity for citizens to state their concerns. He said Secretary Parks would preside, and that individuals who had previously contacted the Executive Office of Educational Affairs would be notified on the hearings but that no new individuals would be invited. He added that press releases would be issued.

Chairman Carlson said this kind of unstructured "town meeting" process could have the effect of pitting the institutions against the testimony of special interest groups. He asked how the University could make decisions about program priorities with such a process. Mr. Gartenberg then stated that the schedule for the formal budget hearings was so structured that each campus would make a presentation in its region of the state. Amherst would present its budget along with other institutions in the Western Massachusetts area, and the Worcester and Boston campuses would do likewise. There was a serious question, he said, as to whether segments of higher education would be able to make their presentations as unified institutions.

Mr. Gartenberg asked Mr. Wolfman why the segments were being split for the purposes of the hearing, and Mr. Wolfman answered that the locations were not related to the presentation of the executive budget, but were simply for the convenience of those testifying. He pointed out that the open budget law required a hearing for each appropriation account. He said that some of the segments had asked to present an overview of their total budget needs at each hearing. However, the specific requests of each campus would be heard only once. Mr. Gartenberg indicated that such a presentation process would make it difficult to maintain the integrity of the segmental requests and would create confusion.

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Mr. Gartenberg next informed the Committee that the University would have to make a presentation at the formal budget hearings scheduled for November 17, even though the Board had not yet voted a budget request for FY 1977 and even though a FY 1976 budget had not been approved. For this reason, he said, the Committee would need to authorize the President to prepare a preliminary FY 1977 Budget request. The figure of $109 million in the vote was a ceiling, he said, and was much higher than the amount the University would actually request for FY 1977. It was designed to restore some of the cuts in the nonpersonnel accounts, provide limited personnel flexibility and allow essential development of the Medical School. The actual figure, he said, would probably be less than $109 million and the full outline of both requests would be provided to the Committee at its November meeting. A motion was made and seconded, and it was

VOTED: To authorize the President to prepare the preliminary outlines of a FY 77 Maintenance Budget Request the total of which shall not exceed $109 million excluding the University Hospital. Further, to authorize the President to prepare a preliminary FY 77 University Hospital Maintenance Budget Request, including up to date estimates of cost and revenue for FY 77. The full and detailed FY 77 Request shall be presented to the Board of Trustees for approval at the regular scheduled meeting in December, 1975.

There was no further business to come before the Committee, and the meeting was adjourned at 11:45 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

November 5, 1975; 11:00 a.m.
Faculty Dining Room
College I
University of Massachusetts/Boston

PRESENT:

Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Dennis, Gordon, Morgenthau, Rothenburger, Rowland, Spiller, Troy; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Treasurer Johnson

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Gartenberg, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Dr. Hittelman, Faculty Representative

Guests: Ms. Ellen Gavin, UM/Amherst Student Trustee-Designate; Mr. Milton Kirstein, UM/Boston Student

ABSENT: Trustee Shaler

UM/Worcester--Statement of Goals (Doc. T76-010)

The meeting was called to order by the Chairman at 11:05 a.m. The President took up the Statement of Goals of the Medical School (Doc. T76-010), reminding the Committee that the Board had recommended the discussion of the goals by all Trustees before a formal vote was taken. He made two points: (1) that the statement had been generated by the faculty and administration of the school, and that (2) the statement committed the School to quality medical education and responsiveness to the needs and goals of the Commonwealth. Acting Dean Butcher said the document had been prepared by the senior faculty of the school, had been circulated to the general faculty for comment, and accordingly now contained the comment and revision suggested by that process.

Chancellor Bromery asked if the Medical School actually did not view research as one of its goals. He observed that it was not in the summary statement of goals. Dr. Butcher replied that research was a goal, and that its place was reflected in the body of the statement. Several Trustees observed that the statement was to be approved, not the summary, and that adjustments in the summary could be made administratively. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees endorse the Statement of Goals for the University of Massachusetts Medical Center as prepared by the Faculty and Administration of the Medical School, dated September, 1975, Trustee Doc. T76-010.

The President directed the Committee's attention to two proposed Classifications of Position Titles (Docs. T76-018, T76-020). After a short discussion of the reasons for the change in the salary range of certain types of athletic coaches, the discussion turned to a proposed classification of a Senior Vice President for Management and Business Affairs. The President said the position was in response to the direction of the oard at its meeting of June 4, 1975. He had since then informed the Board of the search process and of the character of the position in general. He had also spoken with the faculty representatives about the position. The Organization Design Review Committee had then met to consider the outline of the position. He called on Father Walsh for further description of the process.

Father Walsh told the Committee that the need for the position had been strongly indicated by the conclusions of the Hay Report, and the position responsibilities had been reviewed and approved by the Organization Design Review Committee. He said the Vice President for Management and Business Affairs would have responsibility for policy formation and program review in matters of personnel, accounting, auditing, and procurement on a University-wide basis. Coopers & Lybrand had said this position was needed, and the Hay Associates' study had further reinforced the need for it.

Trustee Spiller explained that the job description had been compiled by the ODRC in response to the Board's instructions. In his view the description contained demanding responsibilities and required a person of great expertise. He concluded that it was a tough job that he believed needed to be done.

Trustee Dennis asked if the Hay Report had been adopted, and was informed that the vote of the Board on June 4, 1975 had authorized the President to make certain adjustments in organizational arrangements in order to implement the Hay study on an interim basis. Professor Marshall told the Committee that she

was obligated to report that the UM/Boston facility took a different view of the Hay study. The faculty was apprehensive because it felt there had not been an adequate job description for the position of Vice President for Management and Business Affairs. She said further that she had been instructed by the Steering Committee of the UM/Boston Assembly to ask that when the name of the candidate for this position was brought before the Board, another vote be taken to provide that no further implementation of the Hay Report take place until there had been formal referral of that document to the campus governance bodies for a stated time for study and consultation.

Trustee Morgenthau reported that she had asked that the Hay Report be placed on the agenda of the next meeting of the Committee on Faculty and Educational Policy. She said she was concerned about Father Walsh's statement that the new position carried further the Hay and Coopers & Lybrand studies. She had thought, she said, that the Hay Report was still in a stage of discussion, and did not wish implementation to continue before she had had an opportunity to educate herself sufficiently about it.

Trustee Gordon said that he viewed the problem somewhat differently. After many weeks of study of the problems of the School of Education by the Finance Committee, it had become a matter of serious concern that (1) the Amherst campus capability for fiscal management and control, and (2) the President's Office capability for oversight over the University must both be strengthened. Without reference to the reports of Hay Associates and Coopers & Lybrand, the capability had been on the campus and in the President's Office years ago. Fiscal autonomy meant fiscal responsibility, he added.

Trustee Morgenthau conceded Trustee Gordon's point, but said she perceived that many things seemed to be merging without sufficient discussion. The faculty needs to feel that it has control over at least part of the management process, and she was concerned that the School of Education controversy not become the issue on which several layers of management are "piggybacked." This is a period of fiscal shrinkage, she said, and there were several different strategies which could be adopted in such a period. One was centralization, but there might be other strategies as well, and she stressed that what everybody was concerned about was that quality education go forward. She had no desire to block the appointment of a qualified individual to this position, but objected to the reference to the Hay Report.

Chairman Healey remarked that there could be no doubt about the need for this position. He described the new Vice President as having functional supervision over the fiscal activities of the campus, while the line relationship continues to pass from the campus operating officer through the Chancellor to the President. The Vice President would advise the President on policy matters of management and business affairs. The Chairman said the objective was to give the President adequate means to monitor budget expenditures of $100 million annually. He said there is not now an adequate capability to carry out the responsibility of the Board for the $100 million. He said the present description of the position was the "bones" which would be fleshed out later. The language of the vote could be changed to allow for flexibility in subsequent clarification of the responsibilities of the position. But the working out of all the issues of governance and the relationships between the campuses and the President's office should be viewed as a separate effort, and could not be accomplished by amendments to or delays of this vote.

Father Walsh pointed out that the position of Vice President for Management and Business Affairs had not been explicitly recommended by the Hay Report, but by the Executive Committee as a result of the findings of Hay Associates and Coopers & Lybrand. The reason for it had been the increasingly apparent unworkability of the lead agency system, whereby an individual on one campus would have the responsibility for management of certain University-wide functions. The lead agents, he said, could not sufficiently oversee University-wide responsibilities while keeping control over their campus responsibilities. He stressed that the Hay Report had never mentioned a Vice President for Management and Business Affairs.

Trustee Dennis asked about the nature of the action the Board had taken with respect to the Hay Report, and Mr. Kaplan explained that on June 4, 1975, the Board had taken a vote authorizing certain actions: (1) the creation of the Organization Design Review Committee, to consider issues of the organization of the University; (2) the adoption of salary policy lines recommended by the Hay study; (3) the creation of the Job Content Measurement Committee to measure job content of professional nonacademic positions at the University; (4) the establishment of the position of Vice President for Management in the Office of the President and the restructuring of related reporting arrangements; and (5) the strengthening of the University's internal audit mechanism.

Trustee Carlson said he thought it regrettable that the Hay Report had been construed as an attempt to take away the autonomy of the campuses. He pointed out that the Trustees

of the University had mandated six years before that the University would be a multicampus system, and not several autonomous campuses. Therefore, he said, Hay Associates had had no choice but to begin their study at the Trustee-established position. To call the Hay Report an attempt to reduce the autonomy of the campuses, he said, was incorrect and revealed a careless reading of the report. He said, further, that the Hay Report and its implications were not the real issue in this controversy--the real issue was whether the University was to be changed from an educational system to autonomous branch campuses.

Both Professors Marshall and Wilkinson agreed that neither faculty disputes the need for this position and its functions. Professor Marshall said that the UM/Boston faculty was frightened that great changes would take place without their having an opportunity to contribute to the discussion. Professor Wilkinson agreed strongly with Trustee Carlson's analysis of the issue, saying that the question of centralization vs. autonomy was perhaps the most fundamental in a public University. What the faculty at UM/Amherst wanted, he said, was a full discussion of the academic implications of centralization.

President Wood made two observations: (1) that the focus of the discussion should be on the University Governance Statement (T73-098), and (2) that while the Trustees had understood what the President's Office was to be when it was created in 1969, the faculties had not. What he had thought were small steps, said the President, referring to the actions taken on June 4, the faculties had evidently thought were revolutionary. A reconciliation between these divergent views was needed, but the issue had to be governance, and not the fiscal capability of the President's Office.

Chairman Healey said when the Marcus document was being composed, the Board had had two choices: (1) to set up an expert Trustee staff to oversee the functioning of the campuses, or (2) to establish a central office. It had chosen the latter, and had attempted in the process to carefully establish responsibilities of the central office and the campuses. He agreed with Trustee Morgenthau that the University was now in a period of budget stringency, rather than largesse, and said that perhaps it was time to take another look at the whole philosophy of the management of the University. He agreed that it was time to restudy the Governance Statement. He stressed that there were different answers to these complicated problems depending on one's position in the University, but said that resolution of these problems would depend on the ultimate position that the Trustees take on the organization of the University. This process would certainly

entail input from students and faculty, he said, but it was important not to become bogged down and delay this position until all the fundamental, philosophical issues were solved. The needs were too critical.

Trustee Troy asked that the Organization Design Review Committee give progress reports to the Committee on the scope and range of its goals. He added that this report should be given fairly soon.

Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and adopt the amendment to Classification of Position Titles as contained in Document T76-018.

VOTED: To recommend that the Board of Trustees approve and adopt the amendment to Classification of Position Titles as contained in Document T76-020, provided that the responsibilities of said position shall be subject to further clarification as approved by said Board.

VOTED: The Classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

VOTED: In accordance with the provisions of Chapter 648 of the Acts of 1962, the position titles in the Professional Staff (Docs. T76-020, T76-018) are classified at a weekly salary rate specified after the title of position subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

Upon motion made and seconded, it was then

VOTED: To enter executive session to discuss personnel actions and honorary degrees.

A motion was made and seconded, and it was

VOTED: To end the executive session.

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After the executive session, it was

Personnel Actions (Docs. T76-016, T76-025, T76-021)

VOTED: To recommend that the Board of Trustees concur with the appointment by the Chancellor of the Amherst campuse of Professor Seymour Shapiro as Dean of the Faculty of Natural Sciences and Mathematics, as detailed in Docs. T76-016 and T76-025.

VOTED: To recommend that the Board of Trustees concur with President Wood's appointment of the Senior Vice President for Management and Business Affairs as contained in Document T76-021.

VOTED: Every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under provisions of Chapter 75 of the General Laws as amended by Chapter 648, 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

There was no further business to come before the Committee, and the meeting was adjourned at 12:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

November 5, 1975; 12:30 p.m.
Faculty Dining Room
College I, Harbor Campus
University of Massachusetts/Boston

PRESENT:

Trustees and Trustee Staff: Chairman Troy; Trustees Croce, Morgenthau and Snowden; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs

UM/Amherst: Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Wilkinson, Faculty Representative

UM/Boston: Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher

UM/Worcester--Academic Appointment of Dr. Roger Bulger (Doc. T76-023)

The meeting was called to order at 1:20 p.m. Chairman Troy informed the members of the Committee that the meeting had been called to hear a report on a proposal to appoint Dr. Roger Bulger as Professor of Medicine and Community and Family Medicine with Tenure (Doc. T76-023). He explained that the faculty of the Medical School had requested this appointment in order that Dr. Bulger, should he be appointed as Chancellor/Dean, could more effectively maintain the perspective of a faculty member along with his administrative responsibilities. The President had agreed with the appropriateness of this suggestion, and had therefore appointed Dr. Bulger to this position subject to the concurrence of the Board.

Acting Dean Butcher told the ommittee that the senior faculty of the School had acted unanimously in this request, and he added his own enthusiastic approval.

There was no other business to come before the Committee, and the meeting was therefore adjourned at 1:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FINANCE

November 5, 1975; 12:30 p.m.
Faculty Dining Room
College I, Harbor Campus
University of Massachusetts/Boston

PRESENT: Trustees and Trustee Staff: Chairman Gordon; Trustee Abrams, Dennis, Eddy, Robertson, Rowland; Mr. Warren Colby, representing Trustee Winthrop; Treasurer Johnson; Miss Eichel, recorder

ABSENT: Trustees O'Keefe and Weldon

Ratification of Actions taken at October 22, 1975 Meeting

The meeting was called to order at 1:05 p.m. by Chairman Gordon, who explained that since a quorum had not been present at the meeting of the Committee on October 22, it was necessary to obtain ratification of the votes taken at that time. Background material and copies of the votes had been circulated to the Committee, he said. There being no opposition to any of the votes, on motion made and seconded, it was

VOTED: To ratify the actions taken by the Committee on Finance on October 22, 1975, as set forth in the votes distributed and as recorded in the minutes of the meeting.

General Electric Foundation Grant to Graduate in Polymer Science (Doc. T76-024)

At the request of Chairman Gordon, Treasurer Johnson reported that the University had received a General Electric Foundation Grant to Graduate in Polymer Science (Doc. T76-024) consisting of a gift of 172 shares of General Electric unregistered stock and a check from the General Electric Foundation to cover a graduate student stipend of $7,500. In order to provide the stipend, he said, it was understood that it would be necessary to sell the stock. The sale of the stock had now been negotiated but in order to complete the transfer, the brokers would require a vote of the Finance Committee authorizing the Treasurer to sign the certificates of sale. There being no objection, on motion made and seconded, it was

VOTED: To authorize Kenneth W. Johnson, Treasurer of the University of Massachusetts, to sell 172 shares of General Electric Company unregistered stock and to deposit the net proceeds from said sale in addition to the check for $18.00 in the General Electric Trust Fund for a graduate grant for a student in Polymer Science as described in Doc. T76-024.

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There being no further business, the meeting was adjourned at 1:10 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

November 18, 1975; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Spiller, President Wood; Trustees Clark and Shearer; Treasurer Johnson, Secretary Hardy; Miss Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Cahill, Staff Assistant for Student Affairs, Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Post, Assistant Vice President for Physical Planning; Mr. Stephenson, Staff Associate, Planning Office.

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Littlefield, Planning Director

UM/Boston: Chancellor Golino; Mr. Meehan, Planning Director

UM/Worcester: Dr. Majno, Chairman, Department of Pathology; Mr. Greig, Director of the Physical Plant; Mr. Metcalf, Operating Engineer, Physical Plant

Guests: Mr. Myron A. Maiewski, Assistant Commissioner of Agriculture; Mr. Ira Horowitz, Attorney, UM/Amherest Legal Services Office; Ms. Debra Frade, Mr. James Brandt, Mr. James Hight and Mr. Patrick Walker of the University of Massachusetts Tenants Association, UM/Amherst

ABSENT: Trustees Dennis, Eddy and Winthrop

The meeting was called to order at 11:15 a.m. by Chairman Spiller.

Capital Outlay

At the request of Chairman Spiller, Vice President Robinson reviewed briefly the capital outlay priorities set by the xecutive Office of Administration and Finance and the Bureau of Building Construction for University projects, as outlined on the list distributed to the Committee. These priorities, she said, for the most part, reflect the priorities set by the University--one major exception being the construction of the third college building at UM/Boston, which is considered to be a high priority item by the University while A & F has listed it as a long-range item. The guidelines established by the Board of Trustees for

the enrollment goal at UM/Boston, said Mrs. Robinson, anticipated that the 12,500 students would be accommodated in four college buildings, only two of which have been constructed to date.

Mrs. Robinson said that the University would be adding one item to the list, the replacement of the roof of the Library at UM/Boston at a cost of $150,000. She added that depending on what decisions are made regarding the animal facilities proposed for South Deerfield, it might be possible to reduce the UM/Amherst campus safety item under the A & F "essential" list. Mrs. Robinson said University personnel would be meeting with A & F and BBC personnel to discuss the priority list.

UM/Amherst--Permanent Financing of Campus Center and Fraternity/Sorority Park

Chairman Spiller asked President Wood to review for the Committee the next agenda item, permanent financing of the Campus Center and Fraternity/Sorority Park at UM/Amherst. President Wood said that this complex and difficult problem had been discussed by the Amherst campus administration, the Treasurer and within the office of the President and that a solution must be found by spring, at which time the University must secure permanent financing of the projects. He said there is legislation pending in Ways and Means to raise the ceiling on interest rates for Building Authority bonds. This might help the financial situation but certain proposed provisions in the legislation would cause problems for the University.

President Wood then asked Mr. Post, Assistant Vice President for Physical Planning, to describe the projects and to review various possible options.

Building Authority Project #11 consists of the Campus Center, the Student Union and the Garage, although the campus administers the garage as a separate project for budgetary purposes. To date the University payments to the Building Authority have covered only the interest on short-term notes and none of the capital costs have been retired. The fact that the garage has been operating at a deficit compounds the problem of permanent financing.

Mr. Post said that at the time the Campus Center is converted to permanent financing, it will be necessary to raise an additional $415,000 per year. Of this amount, $185,000 will be attributable to the garage and $230,000 to the Campus Center. Among the ways this money can be made availab,e he said, are the following: 1) increase net revenue at the Campus Center, 2) raise student fees, 3) include the garage as part of the Balanced Transportation and Parking system, and 4) use funds from the campus operating budget to lease portions of the garage and Campus Center from the Building Authority.

Mr. Post pointed out that these approaches could be used in many combinations and that further review by the Amherst campus and Office of the President would be necessary before final recommendations were submitted to the Trustees.

Mr. Post then turned to the matter of the Fraternity/Sorority Park complex. Building Authority Project #14 consists of some nine acres of land in the Fraternity/Sorority Park complex, which was originally purchased to construct housing for 600 students in small dormitory units. The Building Authority has an investment of approximately $530,000 in the Project, but cannot secure permanent financing without a potential source of revenue. Therefore, unless the University proceeds with a project, he said, it must either buy the land from the Authority or ask the Building Authority to sell the land to others.

Chairman Spiller said he had received a letter from Trustee Eddy in her capacity as Chairman of the Board of Selectmen for the Town of Amherst with regard to this property, indicating that the Town would be happy to cooperate with the University in planning for this area, but also pointing out several problems having to do with zoning, traffic, transportation and sewage. Mr. Spiller distributed copies of the letter to members of the Committee.

Chairman Spiller asked what the next step should be in the resolution of this matter, to which Mrs. Robinson replied that after conversation with the Building Authority, a joint recommendation by the campus and the President's Office would be made to the Board of Trustees.

Treasurer Johnson emphasized that the financing problem for these projects is critical and immediate. The Building Authority has legislative authority to continue temporary financing only through mid-June of this year. It has been unable to obtain permanent financing on the Campus Center due to the interest ceiling which was imposed by the statute. He said that legislation is pending to remove this ceiling, but this legislation also provides that all Building uthority projects would have to be approved by the Executive Office of Administration and Finance as well as by the Secretary of Educational Affairs and that financing arrangements and the interest rate on any bonds before they were sold would have to be approved by the Secretary of Administration and Finance and the State Treasurer. Treasurer Johnson said the only other solution would be to obtain an extension on the temporary financing.

President Wood said that he felt that it would be necessary for representatives of UM/Amherst and the President's Office to try to resolve these issues.

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UM/Amherst--
Proposed Agreement for Cooperative Family Housing

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Chairman Spiller then turned to the third item on the agenda, the matter of the proposed agreement for cooperative family housing at UM/Amherst. He asked President Wood for comment. President Wood said this is another complex issue and that it has been under discussion for some time. He said that it had first come to the Committee on Finance in the spring, after considerable campus discussion. It had been studied by the campus administration over the summer and had come in the fall to the Committee on tudent Affairs for discussion of the concept of cooperative management, its effect on student life and its educational value. The Committee on Student Affairs had expressed its support of further exploration of the concept. He said that he thought it important for the Buildings and Grounds Committee to discuss the issue in terms of its responsibilities for management and maintenance, the relationship of the University to the Building Authority, and the limits of the authority of the Board of Trustees to act in this matter. He suggested that Dr. Gage speak to the campus issues, Counselor Bench on the legal aspect and Mr. Walker to summarize the views of the University of Massachusetts Tenants Association.

Dr. Gage said that the campus administration supports the concept of the cooperative, but still has problems reconciling this support with the University's responsibilities to the Building uthority. He also said that there is the question of the University's obligation to the members of the union who are now employed in the maintenance and operation of these buildings. Dr. Gage felt cooperative management by the students would be both a worthwhile learning experience and a lessening of financial burden, but the other issues must first be resolved.

Mr. Bench stated that the proposed agreement presented several substantial legal problems: (1) it allows an excessive delegation of the operational responsibility for the buildings, assumed by the Trustees under a contract with the Building Authority; (2) it presents a constitutional problem in that by entering into the agreement, the University would be guaranteeing the performance of the cooperative and, thus, in effect pledging the credit of the Commonwealth, which under the Constitution can only be done by a two-thirds vote of the legislature. He further noted that the agreement would obligate the University to make loans to the Co-op, which would amount to a pledge of the Commonwealth's credit if state funds were involved, and would present questions of business judgment for the Trustees if trust funds were involved. He stated further that the proposed utility subsidy might well violate the intent of the Building Authority's enabling act. He noted that there was some legal disagreement on at least some of these matters.

President Wood asked Mr. Bench if he was suggesting that there needs to be some revision of the agreement, but not that there could be no agreement. Mr. Bench replied affirmatively.

Mr. Kaplan spoke to the collective bargaining implications of the proposal, pointing out its potential impact upon jobs represented by the union. He said this would require further study and discussion prior to implementation.

Mr. Walker said that since the cooperative management association would be merely collecting the rents for the University and would turn the money over to the University monthly, he did not feel that the legal status of the apartments would change. With regard to upkeep and capital improvements, he said, there was a clause in the agreement which would allow the University to take back management of these matters should the cooperative fail to fulfill its part of the agreement. He said the cooperative would be in effect an employee of the University. The third problem, he felt, would be the matter of vacancies and he said there was a provision in the contract to terminate the contract should excessive vancacies occur. He said the real issue seemed to be the degree of control that the University would exercise over the management.

Mr. Bench said that a problem arose from the wording of the contract with the Building Authority which states that the University may make the services of officers and employees available to the Authority for maintenance and that the purchase of any services other than by officers and employees of the University would be at the expense of the Commonwealth. He said that a greater voice in the management of the buildings could be given to a student organization and that students could become employees of the University. However, a problem would arise if the cooperative hired outside agents to perform certain services for the cooperative.

Mrs. Robinson questioned the assumption of the UMTA that the cooperative could both reduce rents and increase services at the same time. Mr. Walker replied that it had been possible to do both at the University of Minnesota, where such a cooperative was in operation, partly through the use of volunteer labor by tenants.

Mr. Ira Horowitz of the Student Legal Services Office said that there was legal disagreement on several items and hoped that there would be an opportunity to respond to the opinion of the University Counsel. Chairman Spiller said that this would be the case that he would like a report by December 3.

President Wood suggested that Dr. Gage and Mr. Bench meet to discuss the legal and union issues, that Mr. Horowitz be included in legal discussions, and that when the differences are resolved, the Committee on Buildings and Grounds should meet jointly with the Committee on Finance, which must pass on the financial aspects of any agreement.

Mr. Walker asked what would happen if agreement could not be reached on legal and constitutional questions. President Wood replied that the matter would probably go to the Executive Committee and finally to the Board of Trustees.

UM/Amherst--Naming of Recital Hall for Philip Bezanson

Chairman Spiller next turned to the proposal for naming the recital hall in the Fine Arts Center at UM/Amherst for the late Philip T. Bezanson. Dr. Benanson was a professor of music and head of the Department of Music at Amherst from 1964 to 1973. Mr. Littlefield said that Professor Bezanson was instrumental in the inclusion of the Recital Hall in the plans for the Center. His nomination, he said, had the support of faculty and students in the Music Department as well as the Chancellor. On motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the Recital Hall in the Fine Arts Center at the Amherst Campus be named "Bezanson Recital Hall."

UM/Worcester--Hospital Opening

Chairman Spiller next turned to the Status Reports and Informational Items asking Mr. Greig to report on the opening of the hospital at UM/Worcester.

Mr. Greig said that the scheduled opening for in-patient admissions had been delayed to January 5, 1977. The University currently owns Levels 1, 2 and 3 of the hospital. Plans are for all mechanical spaces to be turned over to the University between December 1 and December 10. The University requires complete control of the mechanical floor, Level 9, before the hospital opens, he said, since this floor will control many of the vital services for the hospital. Hospital site work, he said, is underway. The roadways and basic work on the parking areas will be done this fall; finished work and landscaping will be done in the spring.

Mr. Greig said that there is a critical need at the current time for the release of current operating funds for the purchase of supplies for the hospital and for the hiring of personnel to do the work. He said that the recruitment of clinical staff required more time than the hiring of people in fields less specialized.

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Chairman Spiller asked about the status of the uncompleted work at the Medical Science building which had been discussed at the previous meeting. Mr. Greig replied that he had copies of letters from the campus to the Bureau of Building Construction and to the President. Chairman Spiller asked that these letters be turned over to the University Counsel.

UM/Amherst--
DPW Roadwork

Chairman Spiller than asked Mr. Littlefield to report on the status of the Department of Public Works roadwork at UM/Amherst. He said that in order to get federal matching funds for this work, it is necessary to have a section of land in South Hadley reclassified from rural to urban. Negotiations are underway to accomplish this.

UM/Boston--
Kennedy
Library
Status

At the request of Chairman Spiller, Chancellor Golino brought the Committee up to date on activities related to the Kennedy Library. He said that an exhibit of memorabilia and photographs related to the life of John F. Kennedy had been set up in the library building at the campus. The opening night reception had been attended by some 1200 to 1400 people. He commended the work of Mr. Gilmore and Dr. Weil in preparing for the exhibit and said that the community had been extremely cooperative in working with the campus and the President's Office to encourage the Library Corporation. He added that the City Council had recently passed a resolution in support of the UM/Boston site.

UM/Boston--
Gymnasium

Trustee Clark mentioned the strong interest of Dorchester and Columbia Point residents in the early completion of the gym at the Harbor Campus. Mr. Meehan said that the project synopsis for the foundation contract was being circulated and that bidding documents would be prepared shortly.

The meeting was adjourned at 12:43 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

November 19, 1975; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Troy; President Wood; Trustees Croce and Morgenthau, Mr. Callahan representing Trustee Anrig; Secretary Hardy; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Kaplan, Assistant Vice President for Organization and Management; Father Walsh, Academic Advisor to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Ms. Boehne, Associate Provost for Resource Management; Professor Marshall, Faculty Representative

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Hittelman, Faculty Representative

UM/Boston--Implementation of Academic Personnel Policy (Docs. T76-027, T76-028)

The meeting was called to order at 10:10 a.m. The Chairman turned first to the proposed approval of Section I and Section VI of University of Massachusetts at Boston Academic Personnel Policy Implementation Guidelines. These sections are entitled , repsectively, Delegations of Academic Appointing Authority (Doc. T76-027) and Special Academic Appointments (Doc. T76-028. Vice President Lynton reminded the Committee that the Academic Personnel Policy (Doc. T75-125) had required that the campuses develop implementation plans for the policy which would be subject to Trustee approval. Under the terms of the policy, only the two sections of the guidelines cited would require approval. Chancellor Golino and Mr. Babcock described the provisions of these sections in detail. Trustee Morgenthau asked whether the faculty had been consulted in the drafting of the new guidelines, and Mr. Babcock replied that it had been discussed with the deans and associate deans. He said that both the Academic Personnel Policy and the Implementation Guidelines were in the process of being reviewed by the Assembly. It was observed by the Chairman that these were current practices and that their submission to the Board was a formality to rationalize current practice.

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After further discussion, a motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees approve the Delegations of Academic Appointing Authority for the University of Massachusetts at Boston, as set forth in Doc. T76-027.

VOTED: To recommend that the Board of Trustees approve Section VI, "Special Academic Appointments," (Doc. T76-028), of the Academic Personnel Policy Implementation Guidelines of the University of Massachusetts at Boston.

UM/Amherst--Fee-Assisted Summer Session

The Committee's next item was a proposal to establish a fee-assisted summer session at the Amherst campus. Vice President Lynton said that this was being presented to the Committee for discussion of the education implications of the proposal, while the matter of the fee would be considered at a later date by the Trustee Finance Committee. He remarked that the President and the Amherst campus feel that summer instruction is almost as important a responsibility of the University as instruction during the regular academic year, but said that the budget curtailment would no longer allow the program to be supported out of the regular operating budget. The program had been placed under the aegis of the Division of Continuing Education in 1975, but this had been felt to be unsatisfactory because it diminished the control of the faculty over the content and quality of instruction. This, then, was a compromise: the administration and faculty would retain control over the instruction while the support for the program would come from student fees. It was observed that this would permit a much broader range of course offerings because it would no longer siphon off resources of the operating budget.

A discussion ensued about the degree of control the administration has over the Continuing Education Division. It was said that at the University, as in many other places such as Brandeis and Harvard, the Division of Continuing Education, being essentially a commercial enterprise, operates almost like a foreign university. Mr. Alfange stated that he regarded this proposed step as the first in the process of bringing the funds for the support of the Division of Continuing Education under the supervision of the Office of the Provost. Chairman Troy suggested that Continuing Education could be academically superior while still being financially viable, and Mr. Alfange agreed. What the campus was concerned to ensure, he said, was that the University exercise effective responsibility for the quality of the programs and instruction the Division offers. Chancellor Golino commented that the Boston campus will also need to develop a fee-assisted summer session if it is to offer a summer program.

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Academic
Implications of
Centralization

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Chairman Troy next turned to a discussion of the Academic Implications of Centralization and Organization in the University. He mentioned that he had asked at the previous meeting that the faculty representatives lead off the discussion, and therefore called first on Professor Marshall to speak for the UM/Boston faculty.

Professor Marshall said the faculty of the Boston campus was grateful for the opportunity to speak to the committee, although it would have preferred that the discussion be of the Hay Report itself, rather than the more general issue of centralization and organization. The faculty was alarmed that implementation of the report had taken place without consultation of the campuses, and she cited the UM/Amherst Rules Committee statement as a good expression of UM/Boston faculty feeling. Perceptions differed between the President's Office and the campus, but some of these differences in perception about the meaning and implications of the Hay Report could have been avoided if there had been formal discussion earlier. Although she was aware that the President believed the Hay report to be merely a management study, the faculty believed that it had academic implications which it felt to be their primary responsibility.

In the beginning she and the faculty had believed that the Hay Report was to be a salary study. The central office had consulted with the campus administration, she thought, but the report which was generated was never seen by the faculty. Professor Marshall stated that the President had held a press conference in the spring which not many members of the faculty had known about. The Board, she said, then adopted the report, but the distribution method was very odd--no deans or governance bodies saw it.

In the view of the UM/Boston faculty, said Professor Marshall, the Hay Report has implications for academic affairs. She cited pages 71-73, which she said calls for a change in the reporting pattern of the Chancellor and Vice Chancellors on the campus from reporting to the Vice President for Academic Affairs. She cited language describing the Vice President for Academic Affairs as reviewing and evaluating departmental plans which suggested that the Hay Associates were unfamiliar with governance procedures. The report also said, she observed, that the Vice President for Planning would have responsibility for coordination of academic program needs and faculty and student needs. She reported that the view of some of the individuals who had worked on the drafting of the Governance Statement (Doc. T73-098) had been that no vice presidential appointments would be made without consultation with the governance bodies.

Professor Marshall next described the Boston faculty as she understood it: The UM/Boston faculty sees itself as fairly autonomous and fairly independent, with a good deal of control over its own destiny and with a voice in important questions that affect faculty members. The faculty does not believe, she said, that the philosophy and nature of the system idea has been fully articulated so that everybody can be comfortable with it.

Finally, Professor Marshall said it would be very helpful if the governance bodies on the campuses had the opportunity within a limited time period to comment on the Hay Report and send its input to the Board.

Chairman Troy turned to Professor Wilkinson for his comments. Professor Wilkinson stated that there was a deeply felt fear among the UM/Amherst faculty about the process of centralization under the system heading. The faculty agreed that in a period when the University is in a difficult situation with respect to the budget and the Legislature it would not be wise for conflicts or disagreements to be expressed in an overt way. That should not be interpreted, however, as agreement with the way the system is being constructed. He stressed that the faculty did not wish to challenge the authority of the President or the Trustees. The Governance Statement does not grant to the faculty primary responsibility for managerial affairs, and the faculty is well aware of this. But the faculty does have views about the serious consequences of centralization under the heading of "system," and these he wished to point out:

--That the further away from operational application of decisions the decision-makers become, the less likely are the implementations of the decisions to respond pragmatically to the needs at hand. The further policy decisions and operational control over policy decisions are removed from the classroom, the less possible it is to implement the educational encounter, which is the heart of the University. The faculty is disturbed, then, by increasing layers of administration between the Trustees and the classroom.

--That the legitimate and crucial autonomy of the campus is being eroded. The faculty does not wish to duck its responsibilities, but it wishes to fulfill its responsibilities in as direct a way as possible. If the Chancellor or Provost makes mistakes, said Professor Wilkinson, the faculty can "kick them directly," rather than having to go up through layers of administration to persons not wired into the campus environment.

--That the increasing levels of administration at the central office level will have to be supported by drawing funds from the academic budgets of the campuses.

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It seemed to the faculty, said Professor Wilkinson, that the recent organizational activities of the President's Office were an attempt by that office to justify its own existence, to say, "look at all the things we are doing," when in the faculty view it is those things which are worrisome.

If the increased operational responsibilities of the President's office are combined with an increasing distance between the point at which decisions are made and the actual classroom activities, then in the faculty view that is absolutely deadly for the educational process. The faculty has the conceit that the teaching process is the most important activity in the University, while the administration's conceit is that effective administration is the most important. These conceits should be reconciled, he said, and suggested that what is needed is a spelling out of exactly what this reorganization means. At what points can the faculty, with its concerns for academic programs, have an influence on the kinds of decisions which are made in terms of allocation of limited resources?

Chairman Troy called next on Dr. Hittelman, who explained that the distribution of the Hay Report on the Worcester campus had been very narrow and that therefore had been little read or discussed on the campus. He observed also that the Worcester campus does not have a governance body or procedure yet, and that it would be difficult to assess the impact the Hay Report would have on that process. Many persons with whom he had spoken had said that a document about the management of the University which has no implications for academic affairs is an impossibility, and he agreed that this needed much discussion. He suggested that the Worcester campus would need to study the Hay Report and the governance document currently being drafted at the same time.

President Wood said he wished to make several points: (1) There had been much discussion of the Hay Report since it had been released, and he had had many discussions with faculty on the campuses, and that (2) he was frustrated and disappointed with the apparent failure of the faculties and the President's Office to reconcile their differences in perceptions despite the many discussions which had taken place. In any effective process of communication, said the President, it is as important to listen as it is to talk, and he had found it frustrating that in many of the conversations and talks he had there appeared to be an unwillingness to hear.

The President remarked that the recommendations of the Hay Report do not of themselves constitute changes in the system. There had been no changes in the function of the Vice Presidents of Academic Affairs or Planning. The newly-created Vice President for Management and Business Affaris was not created out of the Hay Report, the President pointed out, but

at the behest of the Trustee Executive Committee. He stressed the importance of separating what has been recommended from what has actually been implemented.

President Wood noted that not even the best of faculty members devote themselves exclusively to teaching and research, and he observed that perhaps on a large multicampus and multi-purpose University the academic departments can no longer be an effective instrument of resource allocation and the setting of cumulative priorities. He said that in his view the Chancellors and Vice Chancellors have the toughest role of all, because they must be responsive to the President and Board above them, and the faculty and students below them. He said that he too was nostalgic for smallness, but on the system basis on which the University was no operating, he would vote for federalism rather than for confederalism.

In closing, the President described Professor Wilkinson's remarks about the administrators in the President's Office trying to justify their own existence as a disservice to those who have worked over the past ten months to get a budget, to open the teaching hospital, to maintain the continuity of the Amherst campus, and to find support for the Kennedy Library.

Chairman Troy opened the issue for discussion, and Trustee Morgenthau read from a New York Times article which had stated that faculty across the country were greatly concerned with the creation of "superboards" and the consolidation of small, autonomous colleges into large statewide systems. As a faculty member, Trustee Morgenthau expressed concern about the disappearance from deliberations of Boards of Trustees of a concern for the student-teacher relationship and the whole learning activity. She expressed suspicion of consultants writing "systems documents" and questioned their place in a University. She said she was surprised that the process had gone so far in the Board of Trustees without the faculties having a sense of adequate consultation, and she said she would like that lack remedied. She described indepth consultation on the campuses as absolutely crucial.

Trustee Morgenthau said that increased centralization in a time of shrinking resources should be looked at very carefully, and observed that breaking up a centralized system in France was proving difficult because of an extant tradition of centralization. She had seen in the tons of documents she had read on this subject the statement that there would be extensive consultation and discussion before implementation takes place, and noted that this consultation had been promised as part of the vote to create the position of Vice President for Management and Business Affairs.

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Mr. Lynton observed that the decision to create the system had been made after considerable input and consultation with the faculty by means of the Marcus document in 1969. No one at that time was fully aware of what that would mean in practice, he said, because it is difficult to know until actual implementation takes place. And that implementation has taken place gradually, the appointment of a Vice President for Academic Affairs being delayed until 1973. But none of this was made several years earlier. He remarked that only the revision of the lead agency system was new. It is certainly appropriate, now, he said, to determine whether we have developed a proper system, whether the proper balance between central oversight and campus autonomy has been achieved. But to suggest that the idea of a University as a system had been sprung, completely new, on the campuses last spring without any consultation was a distortion. He added that one reason that a central administration was necessary was that, unlike the Napoleonic system where everyone does the same thing, in an era of shrinking resources it was more than ever necessary to ensure that different campuses do different things.

Chancellor Golino reaffirmed Professor Marshall's statement about faculty perceptions. He said there was far too little clarity about who can reasonably expect to do what. He siad that he hoped that in the consultation process these questions could be clarified. Chairman Troy remarked that there was no way to control how or if an attempted clarification will be perceived. Chancellor Golino agreed, and added that this was all the more reason to say as clearly as possible who has what responsibility. He criticized the Governance Statement at this point, saying that it greatly blurred the distinctions between the responsibilities and powers of the oard, President, Chancellors and faculty.

Mr. Alfange introduced Professor Mainzer, Chairman of the Faculty Senate Ad Hoc Committee on Campus-Central Office Relations. Professor Mainzer spoke at length on the discussion which had gone before, making several points: First, that centralization isn't inevitable, that choices are always possible; second, that the faculty's perceptions are not wrong about the intent and impact of the document, and he quoted several passages from the Hay Report to substantiate this point; third, that a change to a greater centralization within the University will certainly have an impact on the academic enterprise, claims to the contrary notwithstanding. He described the Hay Associates as "foolish people who misunderstood what they were supposed to do" and described the report as "C minus work" because it failed, in his view, to substantiate its appeals to trends in other higher education systems.

Trustee Croce stated that Dr. Clark Kerr had made a statement to the American Association of Governing Boards that in times of fiscal stringency, centralization becomes more and more necessary. Trustee Morgenthau said that you could take diametrically the opposite position and cite equally substantial authorities. Trustee Croce continued that in his view the bone of contention here was the suggestion of the Hay Report that the development of academic policy could originate elsewhere than on the campuses. That, he said, was the biggest difference between old and new. He suggested that when a change in policy is initiated anywhere other than on the campus, it should be sent down throughthe Chancellor for discussion on the campus level, then sent back up through the Chancellor, the central office, and then to a Committee of the Board. While the initiation and development of policy changes would perhaps now be able to come from the central office, at least there would be a thorough airing of the proposal on the campus. Chairman Troy commented that such a procedure would make for very good communications.

Father Walsh made the observation that, while the Amherst faculty may candidly admit that they do not have the responsibility or competence to perform the management function over the campus operations, the Boston faculty takes the very opposite position; it believes that it can determine space allocations, which college is going to get which space, and it believes that it has primary responsibility for budget. He also remarked that the problem was not so much with the governance document per se, but with the different campus perceptions of it and the differing ways in which it has been implemented on the campus level.

Mr. Lynton cited the persistent differences of opinion about what certain phrases mean, and he cautioned against fogging the situation any further with more general phrases without any resolution. He said he would welcome a specific attempt to draw the line between policy and operations, between what decisions can be made at the campus level and what decisions can be made at the central level. Chairman Troy agreed, and said he wanted recommendations to be accompanied by concrete illustrations.

Mr. Kaplan urged the Committee to remember that the report of the Hay Associates had focused on management and business and not on academic affairs. He observed that the phrases from the report quoted by Professor Mainzer had been all from the section on management and administration and were concerned with "lead agency" and its effectiveness as an organizational concept. While it made recommendations concerning lead agency functions, the Hay Report did not mention the post of Vice President for Management and Business Affairs. He stated further

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his hope that the Committee would respect the distinction between the creation of this position and the academic issues that had been discussed during the meeting. This was especially important, he said, in light of the Trustees' action on November 5, and the criticality of the position.

Trustee Morgenthau stated that she would like to have the elements of the discussion which had taken place be considered by the governing bodies of the campuses after which the governing bodies would present recommendations with respect to the relationship between the central office and the campuses to the Committee on Faculty and Educational Policy at its February meeting. All present agreed that this was both possible and desirable, and the sense of the Committee was so expressed.

There was no further business to come before the Committee, and the meeting was adjourned at 12:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

November 26, 1975; 10:30 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Dennis, Gavin, Gordon, Morgenthau, Robertson, Rothenburger, Rowland, Spiller, Troy; Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Trustees Absent: Trustees Shaler and Weldon

Office of the President: Mr. Janis, Senior Vice President for Management and Business Affairs-designate; Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Director of the Institute for Labor Affairs; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Gartenberg, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President

UM/Amherst: Chancellor Bromery; Mr. Dent, Director of Financial Aid; Mr. Gulko, Budget Director; Ms. Stack, Graduate Student Representative; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Hittelman, Faculty Representative

Students: Karen Kelly, Vincent J. Stankiewicz, Roberto Leon, Lily Hu, Jim Jordan, Jay Martus, Marcia Glassman, Kenneth J. Somers, Karl Allen, Lucia Bruno, Henry B. Ragin, Michael J. Pill, Paul M. Cronin

Tuition

The meeting was called to order at 10:35 a.m. Chairman Healey informed all present that he planned to proceed as follows: the administrative officers of the University and the President's Office would speak first on the matter of tuition, then students and all others would be encouraged to express their views so that there would be a full and fair discussion of the issue by all concerned parties. He observed that the President and the Chancellors had been called to a legislative hearing on higher education at the State House and he expected them to return later in the meeting. He called on Vice President Lynton to present an introduction.

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Mr. Lynton reviewed the history of the tuition discussion, saying that at its October meeting the Executive Committee had instructed the President to provide further data relative to tuition at other Universities, and had stressed the importance of an adequate financial program to offset the impact of the raise. Further position papers had thereupon been prepared, and had been distributed to the members of the full Board, along with the reactions of all the governance bodies and Chancellors to the possibility of raising tuition. He said the Multicampus Budget and Planning Committees had met the day before, and he called on Secretary Hardy to report on their discussion.

Secretary Hardy briefly outlined the main points made by the Committees on the subject of tuition: (1) the need to consider the real cost borne by students in attending the University, (2) the need for improvement in support for academic support services as well as financial aid, (3) the need to consider the fact of non-mandatory fees nevertheless borne by most students, such as the health services fee, (3) the need to consider the quality of other Universities as well as their tuition rates when making comparisons, and (4) the fact that most financial aid is unavailable to graduate students, including medical students, therefore a financial aid package should include aid which medical students can use.

At the Chairman's request, Vice President Robinson explained the data used by the President's Office in the documents provided to the Trustees. After reviewing the first set of figures, the Executive Committee had asked the President to prepare additional comparisons using as large a sample as possible of comparable institutions. The paper distributed to the Committee had accordingly used all eighty public land grant universities which grant doctoral degrees. In addition, UM/Boston was compared with the so-called "Urban Thirteen"--a group of public and quasi-public universities. The 59 public medical schools used in the comparisons are all those for which both tuition and fee information was available. She observed that tuition information obtained from the Association of Medical Colleges was anonymous as to specific schools, but that the schools included were listed separately.

Trustee Carlson made the comment that the figures and tabular material were complicated, and he questioned whether it would be better to discuss, first, whether it was desirable to raise tuition at all, and second, if it was desirable, by how much? If the answer to the first question was negative, the figures would be meaningless. Chairman Healey replied that he first wanted the staff papers summarized to make clear that the Trustees did not have information that was not available to the

students. He stressed that he did not wish the meeting to have an adversarial atmosphere, and pointed out that the Trustees and students wanted the same thing--high quality education at low cost. The Trustees would not be on the Board giving freely of their time and abilities if they did not have the best interests of the University at heart.

Continuing her summary of the comparative data, Mrs. Robinson said that the University's tuition was in the bottom quarter of the public land grant universities nationwide, but that mandatory fees were very high. When tuition and fees are combined, the University still ranks below the median except for resident graduate students. If the Board should decide that tuition should rise, the paper included certain ranges it might wish to consider and their rationale.

Mr. Gartenberg next presented an explanation of the data provided to the Committee on the financial need of students. His office, he said, had gone to the data files which were available: the Student Resources Survey, the Student Descriptive Questionnaire submitted with the SAT application and the detailed records of all students who had applied for financial aid. The Budget Office had used three steps in analyzing this data: (1) to determine who the students are and whether they are dependent or independent, (2) to determine what aid is available, and (3) to determine the distribution of aid among students in need.

The study had found that (1) lower and lower-middle income students constitute one-third of the Amherst student body and one-half of the Boston student body, (2) that federal financial aid had increased dramatically--from $2 million in FY 1974 to $9 million in FY 1975--and that the number of students aided had doubled, (3) that the primary recipients of the increased aid were undergraduates and that (4) the individuals in the $12,000-$15,000 income range were hit the hardest. One way to deal with the students in this bracket whose unmet need factor could not be resolved through the University's own resources would be the tuition waiver. Mr. Gartenberg said it would be better to devise a specific financial aid plan using tuition waivers in a few months when federal financial aid levels are known and after a second verions of the Student Resources Survey, which would be more comprehensive than the one used earlier, is obtained.

Chairman Healey asked Mr. Gartenberg to clarify the timing of the approval of a tuition increase with the federal financial aid review. Mr. Gartenberg indicated that the FY 1977 federal financial aid review process is currently under way. If a tuition increase is approved at the December Board meeting, it could be factored into the review. Any increase approved after December would be too late for the FY 1977 aid allocation.

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Chairman Healey said he had confered with Counsel Searson on the possibility of tuition waivers, and he had learned that the Board had wide discretion in the use of this method. He asked what the administrative problems would be to figure tuition waivers in with the existing financial aid system. Mr. Dent of the Amherst campus expressed the view that it would not be difficult, that it would be administered the same as the other programs.

UM/Worcester--
Medical Center
By-Laws

Chairman Healey said he wished to open the meeting for presentations by students, but that since Trustee Croce would have to leave soon, he would turn the meeting briefly to a consideration of the proposed Medical Center By-laws. He asked Mr. Lynton to introduce the matter. Commenting on the great length of the document. Mr. Lynton observed that the bulk of it was devoted to standard operating arrangements for hospitals, and that there were only a few key sections which were being placed before the Trustees for consideration at this time: Section I, to establish the University of Massachusetts at Worcester as a full member of the system on a level with the Amherst and Boston campuses, with all University policies applying to all three campuses, and Section 4, the establishment of a permanent management Board for the hospital. The issues related to the latter which the Trustees should consider were the nature and functions of such a board, what its working relationship to the Trustees should be and what the mix of its membership should be.

Chairman Healey asked whether the By-laws had the support of the Medical School faculty, and Trustee Gordon asked whether it had the approval of the Crispell Visiting Committee for the Medical School. Both questions were answered affirmatively, and the President remarked that the Crispell Committee had actually recommended a stronger management board for the hospital. The President remarked that a few sections of the Medical Center By-laws required Board action prior to the opening of the Hospital and that the other sections would need to be considered in the next few months.

With respect to reviewing the By-laws, the Chairman urged the Trustees to reserve to themselves the policy questions without attempting to nit-pick over the fine details. It was agreed that since the members of the Committee had not had time to study the document adequately, a decision could be made at a subsequent meeting of the Executive Committee. Trustee Robertson remarked that this kind of document was educational for the Trustees to read, but that it was so technical that it was

difficult for them to anticipate issues of policy which might be involved. He therefore asked that such issues be highlighted by the President in a memorandum to the Trustees. In addition, Trustee Gordon asked Acting Dean Butcher to provide data on the comparisons between this document and those of other hospitals, and Dr. Butcher agreed to do so.

Kennedy Library

Before returning to the discussion on tuition, Chairman Healey said that the University should be grateful to the President for the fine job he had done in winning the Kennedy Library for the University of Massachusetts at Boston. His success deserves the appreciation of the Board, he said, and he added that the Library will still be of great value to the University a hundred years from today. President Wood pointed out the work done by Vice President Robinson, Chancellor Golino and Trustee Clark in persuading the Kennedy Corporation to build the library on the Harbor Campus, and said they deserved the thanks of the Board.

Tuition

At this point, Chairman Healey directed the Board's attention back to the subject of tuition, and called on student Trustee Gavin to speak. Trustee Gavin informed the Committee that she and Kenneth Somers, Speaker of the UM/Amherst Undergraduate Student Senate, would make a dual presentation. She yielded to Mr. Somers for a discussion of fiscal facts of a tuition increase. Mr. Somers pointed to several charts, the first of which related to projected increases in student fees at the University. He observed that his calculations projected an increase in fees of $425 from FY 1976 to FY 1977. A second chart showed that a tuition increase of 100 percent would still yield a tiny portion of revenue toward reduction of the deficit of the Commonwealth. He then described an increase in tuition as putting the cart before the horse, since it cannot be known with certainty how much federal financial aid will be forthcoming for FY 1977. He predicted that many students would drop out if the tuition were raised. Chairman Healey asked what the impact would be if students had time to plan and if the raise were scaled gradually. Mr. Somers replied that that would certainly be more palatable to the students.

A discussion of the opportunities for students to take advantage of loans ensued. Both Chairman Healey and Trustee Gordon spoke against the idea, because it tended to handicap a person with a tremendous debt early in life, and because there was a high delinquency rate of late, which indicated that debts are being incurred which many young people are unable to handle.

Chairman Healey said that one important fact was that access to the University was denied to many because, unlike the universal system of public school education, a selection process takes place for entry into postsecondary education which tends

to favor the children of affluent parents whose secondary school preparation is better and who can afford to attend private universities. On the other hand, he said, people of this income bracket also pay higher taxes which contribute to the kind of federal financial aid grants which were discussed earlier, so that it could be said that these students are entitled to attend the University, just as they are entitled to attend the public schools.

Concluding his presentation, Mr. Somers said that he would like to have the Board make a definite commitment by vote to provide waivers, not just make a vague statement of its hope to do so. He added that he found it difficult to be optimistic about forthcoming federal aid as outlined in the staff papers, because the pattern of the last several years had been to reduce federal support to social services, such as education.

Trustee Gavin next read a long statement on the principled opposition of students to a tuition raise. Her statement, she said, had been prepared by a number of students. Among the points she made were that both the Governor and Secretary Parks had said that the fat could be trimmed out of the higher educational budget without tuition increases, and that President Wood had said in a speech in 1971 that tuition increases are always accompanied by promises of increased financial aid which seldom materialize.

She said the Trustees should not follow the recommendations of the Carnegie Committee on Higher Education which she said was meeting increasing opposition among different groups in the country, and criticized its advocacy of reduction in access to higher education. She spoke next on what the students felt to be the role of international business in reducing government spending to increase available capital, thus serving its needs but doing a disservice to people in need. She reminded the Board of its responsibility to serve human idealism, and contrasted its membership--which she described as "comfortable"--to the situation of students--which she described as "unemployed."

Trustee Rothenburger next addressed the Committee on behalf of the UM/Boston students. He said students felt a raise in tuition to be adding a burden to those least able to support it, and seconded Mr. Somers's skepticism about the increases in federal aid to education. He agreed with Mr. Somers that the use of tuition waivers on the basis of unmet need would be an administrative disaster. He also agreed that loans were not a practical solution to the problems of unmet financial need of students, and revealed that he will have a substantial debt when he finishes college. Loans through the Higher Education Loan Plan were increasingly defaulted, he added.

Ms. Stack spoke on behalf of the graduate students, and pointed out that they are more likely than undergraduate students to be self-supporting, yet are less able to get financial aid. As for tuition waivers, she observed that under current University policy, tuition waivers were granted to graduate students who were teaching assistants. However, teaching assistantships had been drastically reduced on the Amherst campus.

Roberto Leon of the Amherst campus foreign student body described the disastrous effects a tuition raise would have on foreign students, who cannot get jobs and who do not have the time or the possibility of transferring to another public university at this late hour. Ms. Lily Hu seconded this point, and added that many foreign students must leave the country immediately if they drop out of school. Chairman Healey observed that the Legislature had raised tuition for out-of-state students--which included foreign students--and that the matter was therefore out of the Board's hands. He said further that it was this trend which concerned him, and restated a point made by Mrs. Robinson earlier--that if the Trustees "dig in their heels" against public pressure for a tuition raise, the Legislature may step in and take the power of decision one way or the other away from them.

Henry Ragin, Co-President of the Student Government Association, made the point that raising tuition would have the affect of leaving the affluent in place, indeed increasing their numbers, while squeezing out the less affluent. The student body, he said, would be composed of the rich and the poor. He also expressed a lack of confidence that the federal aid spoken of for FY 1977 will be forthcoming.

Both Trustees Gordon and Rowland raised the question of what would happen if the University refused to respond to calls for a raise in tuition. Trustee Rowland doubted whether the Board could prevail in such a stand, and Trustee Gordon stated that if the University were to lose its autonomy, it would go back to being "a cow college." He asked that the students understand the Trustees' concern about this danger.

Trustee Morgenthau expressed admiration for the quality of the students' presentation, and Trustee Rowland remarked that over the years she had found students' presentations on important issues to be of a high quality. Several students emphasized that they had not intended to offend anybody by their presentation, but stressed that their involvement in the issue caused them to speak strongly.

At 1:25 p.m. a motion was made and seconded, and it was

VOTED: To enter executive session to discuss tuition.

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UNIVERSITY OF MASSACHUSETTS

At 2:45 it was moved, seconded and

VOTED: to end the executive session.

After the executive session it was moved, seconded and

VOTED: To recommend that the Board of Trustees establish for the 1978-79 academic year the following annual tuition rates: $525 for undergraduate students who are residents of the Commonwealth; $900 for students at the Medical School; and $670 for graduate students who are residents of the Commonwealth. To recommend further that present rates of tuition be increased in four stages commencing with the fall semester of 1976 in accordance with the following schedule.

ACADEMIC YEAR 1976-77

	Fall Sem. 1976	Spring Sem. 1977	Total
Undergraduate (resident)	161.	184.	$345.
Medical School	315.	345.	$660.
Graduate (resident)	236.	258.	$494

ACADEMIC YEAR 1977-78

	Fall Sem. 1977	Spring Sem. 1978	Total
Undergraduate (resident)	218.	262.50	$480.50
Medical School	390.	450.	$840.
Graduate (resident)	291.	335.	$626.

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ACADEMIC YEAR 1978-79

	Fall Sem. 1978	Spring Sem. 1979	Total
Undergraduate (resident)	262.50	262.50	$525.
Medical School	450.	450.	$900.
Graduate (resident)	335.	335.	$670.

The foregoing tuition rates are to take effect on the condition that a financial aid program for implementation in the fall semester of 1976 be established and approved by the Board of Trustees on or before May 5, 1976; further that said financial aid program shall include provision for tuition waivers, partial or otherwise, for students with demonstrated financial need, which need shall be determined in accordance with federally approved need analysis procedures.

There was no further business to come before the Committee, and the meeting was adjourned at 2:46 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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Budget Comm.
11/26/75

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

November 26, 1975; 1:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Carlson; President Wood; Trustees Rothenburger and Troy; Secretary Hardy; Ms. Judd, recorder

Trustees Absent: Trustees Breyer, Croce, Gordon

Office of the President: Mr. Janis, Senior Vice President for Management and Business Affairs; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. Lewis, Staff Associate, Budget Office

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Baxter, Budget Director; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Cathey, Controller; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Hittelman, Faculty Representative

Guests: Mr. Don Boyce, Mr. Robert Bryan, Ms. Bonnie J. Cain, Mr. Stephen McLaughlin, students, UM/Amherst; Mr. Milton Kirstein, UM/Boston Student Trustee staff

FY 1977 Budget Request

The meeting was convened at 2:50 p.m. Chairman Carlson began by noting that a quorum was not present, but that discussion of the FY 1977 Budget Request must take place in view of the fact that it must be filed with the Bureau of the Budget and the Executive Office of Educational Affairs. At its December 3 meeting, the Budget Committee would ratify the sense of this afternoon's discussion. He then asked President Wood for his comments.

President Wood reviewed the actions taken by the Board at its November 5 meeting, stating that the University was working as rapidly and expeditiously as possible in preparing a budget for Executive branch consideration. Essentially, he said, the budget represents an effort to respond to the concerns of the campuses that quality education be maintained while projected enrollments be met. The budget request is higher than the FY 1976 appropriation but it is lower than last year's request. It represents the minimal needs of the University; it does not relieve the University of the tight budget situation which has existed for the last year and a half nor does it alleviate faculty and student concerns. It is, he said, a survival budget.

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Mrs. Hanson described the FY 1977 Budget Request for the Committee, saying that it would not fully restore the University to 1975 levels, would not allow for the filling of every position currently vacant, and would only allow for continued development in Colleges III and IV at UM/Boston and at the Medical School. She noted that the $11.1 million budget request for the University Hospital has been separated from that of the other three academic sectors. The Hospital, she added, is expected to generate revenues of about $8.1 million next year.

Mrs. Hanson then reviewed a summary of special categories in the FY 1977 Budget Request, giving details regarding scholarship funds, aid to disadvantaged students, the senior internship program for UM/Amherst M.P.A. students, the General Court fellowship and legislative internship programs at UM/Boston, the restoration of Federal Matching funds, and the UM/Boston College IV contract with Northeastern University. She then referred to the budget for the Institute for Governmental Services for which a substantial increase had been asked in order to allow for an expansion of its educational and public services throughout the Commonwealth. The request for the President's office, she said, was based upon the precedent of this year's direct funding approach and did not represent a substantial increase. Chairman Carlson pointed out the total request was a stand-off figure because of the lateness of the approval of the FY 1976 budget.

Chairman Carlson asked for comments from each of the campuses with regard to the FY 1977 requests. Mr. Gulko of the Amherst campus began by saying that the request presumed a continuation of present enrollment levels and did not include any major programmatic increases. Virtually all of the proposed increase in the program area was for academic programs, academic support and student services. The major increase, he said, was in the personnel account, in order to fill the current 140 faculty vacancies and 200 support position vacancies. He then reviewed for the Committee the requests in the subsidiary accounts.

UM/Amherst--Graduate Student Task Force on the Budget Cuts

At this point, Mr. Steve McLaughlin and Mr. Don Boyce, members of the Graduate Student Senate Task Force on the Budget Cuts, UM/Amherst, who had asked to speak to the Committee, were introduced. Mr. McLaughlin read a portion of the Task Force's report which outlined the consequences of budget cuts on the University and on public higher education. The report stated: "(1) that there already has been a serious reduction in the quality of education at UMass/A, (2) that this problem will continue given the present rationale for funding cited by the State's government, (3) that this crisis could not have been averted by more efficient management under the University's fiscal autonomy powers, and (4) that certain solutions to the problem will be more costly in terms of money to the state government and to the taxpayers in the immediate and long range future."

He then gave examples from the report of how quality education is threatened by a 10 percent budget cut which would result in effect as a 40 to 50 percent cut in operating expenses for each University department. By these examples, the Task Force hoped to convey the sense that "The picture we are painting is not one of cuts in the 'icing on the cake,' but of severe cuts 'to the bone.' The investment that the people of Massachusetts have made in their public higher education is a good one--one that should be protected from deterioration for future generations of Massachusetts citizens. The evidence that the Task Force has accumulated, however, strongly indicated that this investment in quality public higher education is being slowley and perhaps irreparable eroded."

Chairman Carlson said that the report was a valuable and constructive document--the type of support needed by the Trustees in order to convince legislators of the consequences of the kinds of actions that are being taken. He asked that Secretary Hardy distribute copies to the entire Board. President Wood remarked that in terms of timeliness, the report was most appropriate and could not have been produced by any other group but the Graduate Student Senate.

Mr. Boyce concluded by stating that he believed that a cut below the budget request would result in a decrease in numbers of faculty, undergraduate and graduate students which would in turn result in the loss of $7 million in non-state revenue. Graduate students perform the skilled manpower needed for research projects for the federal government; weakening the graduate program, he said, would weaken the standing of the Amherst campus and the entire University as far as consideration for federal grant monies are concerned.

Mr. Gulko commended Mr. McLaughlin and Mr. Boyce on their presentation at the public budget hearings last week. Chancellor Golino added that while it was important that academicians be educated as to the pressures on the legislators, it was equally important that the legislators be educated as to pressures on the students of the University by such documents and presentations.

Chairman Carlson asked Chancellor Golino to comment on the budget request for the Boston campus. He said that the campus was asking for enough money to unfreeze present positions in order to implement extant programs at the same enrollment level. With a $19.3 million budget, not every position would be funded but the campus would be in a position to operate somewhat satisfactorily and could free enough positions to make the programs workable. At Chairman Carlson's request, Mr. Baxter reviewed briefly the projected budget for the personnel accounts, pointing out that the $1.9 million adjustment represented the additional cost necessary to fund the 1000 positions authorized by the legislature. Trustee Rothenburger emphasized the importance of filling faculty positions in Colleges III and IV.

Reporting for the Worcester campus, Acting Dean Butcher said that 71 new faculty positions in the Medical School were being requested but that funding was for only 30 of those positions, 15 of them for five months. The need for those positions was a very serious one in view of the University Hospital's opening. Programmatically, he said, the Medical School is increasing each year with a total of 304 students expected next year. Next he turned to the hospital request and said that the budget figure appears to be a considerable increase, but it should be remembered that FY 1977 will be the first full year of operation for the hospital; and, if the FY 1976 budget were annualized, a comparison of figures would show a lesser increase. In addition, 256 new positions were requested. The hospital generates revenue, and recent estimated earnings for FY 1977 indicate a level of $8.1 million; therefore, the anticipated net deficit of hospital operation is $3.041 million. In FY 1976, the anticipated net is $3.5 million. He pointed out that the hospital comes closer to breaking even the fuller it gets. Chairman Carlson said that the projected decline of the net deficit is a key factor.

There being no further discussion, the meeting adjourned at 3:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

December 3, 1975; 11:00 a.m.
Room 904-908, Campus Center
University of Massachusetts/Amherst

PRESENT:

Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Carlson, Clark, Croce, Dennis, Eddy, Gavin, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Shearer, Troy, Spiller, Weldon; Mr. Callahan representing Trustee Anrig; Mrs. Bluestone representing Trustee Fielding; Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. O'Leary, Assistant Counsel; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Professor Wilkinson, Faculty Representative; Ms. Stack, Graduate Student Representative

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Hittelman, Faculty Representative

Students: Henry Ragin, Co-President of the Student Government Association; Michael Federow, Graduate Student Senate

The meeting was called to order at 11:15 a.m. The Chairman called upon President Wood, who reminded the members of the Executive Committee, and informed the Trustees present who had not attended the Executive Committee meeting of November 26, that the Committee had voted to place tuition in the modal position with respect to a selection of other land grant universities, taking into account both fee structure and tuition, by making four step-increases on a rising slope so that students would have as much time as possible to plan for the increase. The President said the Committee had voted to recommend that the increase be firmly conditioned on the development of adequate financial aid, including some program for tuition waivers, to offset its effect on those least able to pay. He added that this principle had also been adopted with respect to the Medical School, but the specific figures for the Medical School and for nonresident graudate students had not been adopted. The motion presently before the Committee had been amended to remedy these omissions.

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Trustee Shaler apologized for having missed several meetings of the Committee due to illness, and asked if the comparison of tuition and fees with the 81 land grant universities had also included a comparison of their room and board fees. Vice President Robinson indicated that it had not, because only a portion of the students are required to pay room and board, and because there were problems of comparability. Trustee Shaler said he believed this to be important data, because the Amherst campus is located in a small town and many students are required to live in dormitories. He then asked whether the comparisons had revealed the practice at other universities to make tuition available to the university, rather than having it revert to the general fund, as in Massachusetts. The answer was that different states have different systems. President Wood stated his opposition to tying tuition to the University budget, which he was afraid would happen if the tuition revenues came directly to the University. Chancellor Bromery observed that the costs of attendance at the Amherst campus were $480 above the national median, because of the debts on the residence halls and the Campus Center. Trustee Shaler said he respected the President's position, but said he wished he had had this comparative information on where tuition revenues go, since he felt that the term "tuition" was misleading. He described it as a tax. Vice President Robinson said that tuition revenue at the State University of New York goes to the University for the purpose of retiring the debt service on academic facilities.

Trustee Croce asked whether the Committee had taken a firm position on waivers, and the President said that he would have a report on the administration of waivers, and that the figures on federal aid levels would also be available. He said he would also seek to secure the information asked by Trustee Shaler on what happens to tuition revenues in other institutions.

The Chairman said that it would be risky to relate tuition to the budget of the University, because a tuition raise might then come to be a quid pro quo for any budget increase. Chancellor Bromery expressed his surprise about how relatively uninformed the legislators as a whole are about the use of the fee revenue. He pointed out that room and board fees are used for debt service. Chairman Healey observed that, during the late fifties, the Legislature had exerted great pressure on the Trustees to build dormitories to accomodate the crush of applicants, but would not provide capital outlay funds for these buildings. This was why they had been financed on a self-liquidating basis, and also was why some of the fees were high.

Trustee Shaler asked how optimistic the University was about receiving more federal financial aid. Mr. Gartenberg explained that the Basic Educational Opportunity Grants were available to all undergraduates, that the funds had been appropriated by Congress and that it was mainly a question of allocation. Trustee Troy said that he had heard at the BHE meeting

estimates of as much as $20-30 million in federal aid to the Commonwealth for FY 1977.

Trustee Eddy said she had been appalled to read that only a small portion of state scholarship aid goes to public colleges and universities, and she wondered whether it would be wise for the Board to take a stand on this. The President replied that the total amount was so small in any case, that to make an issue about how little the public sector gets would be counterproductive, because of the hard feelings which would be engendered within the private sector. He said it was his hope that with the increase in Federal dollars, funds from the state scholarship program could be used to help those students who were ineligible for federal aid.

The discussion turned to the second proposed vote on tuition, which would establish the level of tuition for non-resident undergraduates on the basis of 95 percent of the cost of instruction as mandated by state law. The President explained that the law left it to the Board to determine the cost, which presented the problem of method of calculation: if the cost of instruction was determined by excluding the costs of programs not directly related to the teaching process, the University would face the argument that the figure established should be multiplied by the number of students enrolled and used as the basis for the University budget. If, on the other hand, all the real expenses of the academic enterprise were included, the resulting figure would be staggering for nonresident undergraduates. It was his judgment that the Trustees should strive for the low figure and take their chances with the Budget. The President's staff then undertook to explain the exact process by which the figure had been arrived at.

Trustee Eddy asked how many nonresidents become residents within a few years of attending the University. Treasurer Johnson explained that the University had a firm policy for establishing residency, which requires both the establishment of domicile and one year's residence before application to the University. Trustee Eddy observed that students can vote upon establishing residency in the town of Amherst, and asked whether this did not qualify them for resident status. It was explained that the right to vote does not require establishment of domicile, since domicile entails the expressed intention to make one's permanent home in the Commonwealth.

Ms. Stack described the unfortunate effects of this tuition raise on graduate students, a large proportion of whom are out-of-state, and other effects were described by other students. Chairman Healey reminded all present that the Board had no choice, since the raise had been mandated by state law. He described it as a "bludgeon" approach to the tuition issue.

Trustee Robertson asked why it was beneficial to have non-resident students on the campuses, and Professor Wilkinson explained that, in the faculty view, they were crucial to the campus, particularly graduate students. He said that the graduate students have reached the level of professional training, and they are in a position to interact with undergraduates in a beneficial way. He said it was necessary to choose graudate students from a national pool if they were to attract the top quality. Trustee Morgenthau queried the possibility of developing reciprocal tuition arrangements with universities nationally. President Wood said such an arrangement was already in effect with New England public universities, and said it would be possible to explore the idea of developing such a program nationally. Trustee Carlson observed that this law raising tuition for nonresident students might not be permanent, and suggested that an educative effort as to its harmful effects take place in the Legislature.

Secretary Parks read a letter from Governor Dukakis to the Chairman which stated that he and Secretary Parks had seen the staff papers prepared for the Executive ommittee and had studied them along with the testimony given by students at the meeting of November 26. He said the papers had indicated that a tuition raise of from $500-600 would be appropriate, but added that he could support the vote only if the Board made "a specific, binding commitment to a tuition waiver policy and to the provision of other forms of financial aid sufficient to ensure that access to the University will not be denied to any student because of his or her financial circumstances."

The Governor further stated in his letter that the Board should include in the tuition vote "a commitment to establish comprehensive control at the Board level over fees charged at the campuses, so that the University's ostensible commitment to low student costs will not be eroded through the back door of campus-level fee increases."

The President informed Secretary Parks that the vote passed by the Executive Committee meeting of November 26 and as proposed for this meeting contained the provision on financial aid that the Governor had advocated in his letter. He also observed that all fees were presently established by the Board and it was the sense of the Executive Committee to keep the fees down. Secretary Parks said his vote would hinge on the guarantee that a ceiling on fees be imposed. Chancellor Bromery remarked that he saw no way to do that and fulfill the University's obligation to pay off its bonds. Mr. Gartenberg observed that the proposed vote would require the financial need of students to be computed according to "federally established need analysis procedures," and he added that these procedures take into account the total cost to students, not just that of tuition.

Secretary Parks added that before the tuition is raised, the Board should make a commitment that equal access to the University will not be impaired by reason of inability to pay. Only when the University was sure of how it would accomplish this should it raise tuition. A long discussion ensued about the effect of the language of the proposed vote, with Secretary Parks wishing to make it less "ambivalent" and the Chairman taking the position that the language was effective as it was.

Both Chairman Healey and Trustee Carlson said that the Board could not make a statement, as part of this vote, which might contractually obligate the University to ensure that no student be denied access. Trustee Carlson said it would be necessary to to to zero tuition and to develop a document of 100 pages which, he said, would take six months to write. Chairman Healey emphasized that this principle was one to which all Trustees were committed, but he said that such a general policy statement did not belong in a tuition vote.

Trustee Rothenburger recalled that, at the Executive Committee meeting of November 26, Trustee Gordon had remarked that the intent of the Executive Committee was that if an adequate financial aid plan were not developed which was satisfactory to the Trustees, the tuition raise would be a nullity. Had he understood this correctly? The Committee assured him that he had.

Trustee Shaler said he had read the staff papers carefully, but in nothing he had read had he seen any explanation of the need to raise tuition. For that reason, he said, he could not support the motion.

Trustee Rothenburger alluded to the fear expressed by the Executive Committee that failing to respond to calls for a raise in tuition would lead to the loss of the University's fiscal autonomy. He and other students had spoken with Senate President Harrington and House Speaker McGee, and they had indicated that there was no such danger. Chairman Healey responded that this action was frequently under contemplation by the Legislature and he repeated his concern about its happening.

Secretary Parks asked if the figure in the motion could be translated into the real cost of the student; that is, that a chart showing the other costs to students of attending the University be included with the motion, since the important figure was the total cost to the student. Trustee Morgenthau stated her view that such a chart might be useful. The Chairman and others argued that it would be useful and appropriate to publicize such information in a press release, but that to put it into the motion would have the effect of establishing the fees as well as the tuition at a given level.

There was no further discussion, and it was therefore

VOTED: That the November 26, 1975 vote of the Executive Committee recommending that the Board of Trustees establish new tuition rates be amended by inserting in place thereof the vote attached hereto.

To recommend that the Board of Trustees establish for the 1978-79 academic year the following annual tuition rates: $525 for undergraduate students who are residents of the Commonwealth; $900 for students at the Medical School; $670 for graduate students who are residents of the Commonwealth; and $1,550 for graduate students who are not residents of the Commonwealth. To recomment further that the present rates of tuition be increased in four stages commencing with the fall semester of 1976 in accordance with the following schedule:

ACADEMIC YEAR 1976-77

	Fall Sem. 1976	Spring Sem. 1977	Total
Undergraduate (resident)	161.	184.	$345.
Medical School	315.	345.	$660.
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Graduate (non-resident)	482.	547.	$1,029.

ACADEMIC YEAR 1977-78

	Fall Sem. 1976	Spring Sem. 1977	Total
Undergraduate (resident)	218.	262.50	$480.50
Medical School	390.	450.	$840.
Graduate (resident)	291.	335.	$626.
Graduate (non-resident)	775.	775.	$1,550.

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ACADEMIC YEAR 1978-79

	Fall Sem. 1978	Spring Sem. 1979	Total
Undergraduate (resident)	262.50	262.50	$525
Medical School	450.	450.	$900
Graduate (resident)	335.	335.	$670
Graduate (non-resident)	775.	775.	$1,550.

The foregoing tuition rates are to take effect on the condition that a financial aid program for implementation in the fall semester of 1976 be established and approved by the Board of Trustees on or before May 5, 1976; further that said financial aid program shall include provision for tuition waivers, partial or otherwise, for students with demonstrated financial need, which need shall be determinted in accordance with federally approved need analysis procedures.

Trustee Shaler cast a negative vote.

The next action was the certification of a tuition level for nonresident undergraduates based on 95 percent of the cost of instruction, as required by state law. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees pursuant to the provisions of Chapter 684 of the Acts of 1975 (the appropriation act for Fiscal Year 1976), certify that the average annual cost of instruction for each undergraduate student at the University of Massachusetts is $1,598; further, that effective January 1, 1976, the tuition charged to all non-resident undergraduate students at the University of Massachusetts shall be $1,550 per year or $775 per semester; provided, however, that students participating in the New England Regional Student Program shall not be affected by this vote.

Application Fee

Next the Chairman presented another action required by state law: the establishment of an application fee. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees, pursuant to the provisions of Chapter 684 of the Acts of 1975 (the appropriation act for Fiscal Year 1976), establish an application fee of $10 for each applicant for admission to the University who is a resident of the Commonwealth of Massachusetts, and an application fee of $25 for each such applicant who is not a resident of the Commonwealth; provided, however, such fees shall not be charged to any applicant for admission to a program established for the disadvantaged, or to any student who shall have received an examination fee waiver from the College Entrance Examination Board. The administration at each campus is hereby directed to take reasonable steps to collect said fees for all applications received on or after July 1, 1975.

UM/Boston--Mid-Semester Tuition for College III

At the Chairman's request, Chancellor Golino explained the proposed Mid-Semester Tuition Arrangements for College III students at UM/Boston. This was a pilot program under which fifteen students had been admitted to the College in mid-semester. Chancellor Golino wished for authorization to charge these students a reduced tuition rate. A motion was made, seconded and it was:

VOTED: To recommend to the Board of Trustees that the following schedule of tuition and fees be established for fifteen students participating in a fall semester pilot program at the University of Massachusetts at Boston, College III, beginning November 1, 1975:

Tuition (in-state	$75.00
Tuition (out-of-state)	$275.00
Health Services Fee:	$11.00
Student Activities Fee:	$ 7.50

The President pointed out to the members of the Committee that copies of the proposed Interagency Agreement #1 (Doc. T76-031) between the University and the Executive Office of Human Services had been distributed. Action would be requested at a subsequent meeting.

Nominating Committee

Chairman Healey reminded the Committee of the need for a nominating committee to recommend Committee assignments and to recommend to the Trustees appointment of Board officers for

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consideration at the annual meeting in February. He asked for volunteers.

Finally, Chairman Healey reminded the Committee of Trustee Abrams's suggestion at the October meeting that a standing committee be established to deal with increasingly complicated matters relating to the Medical School and Hospital which would be coming before the Board in the future. He said he wished the Executive Committee to recommend that the Board establish such a Committee, pending revision of the By-laws, and that it recommend that the Board authorize the Chairman to appoint its members. He said that he would, upon authorization of the Board to so act, appoint the medical members of the Board--Drs. Abrams, Croce, Fielding, and Okin--and Trustee Robertson because of his special interest in and proximity to the Worcester campus, to this Committee. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees establish, pending a revision of the Trustee By-laws, a standing committee of the Board to be called the Health Affairs Committee which shall review, and make appropriate recommendations to the Board with respect to, matters relating to the Medical School and the University hospital. Further to recommend that the Board authorize the Chairman to appoint five to seven members of said Committee.

There was no further business to come before the Committee, and the meeting was accordingly adjourned at 1:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

December 3, 1975; 12:30 p.m.
Room 1001-1002, Campus Center
University of Massachusetts/Amherst

PRESENT: Trustees and Trustee Staff: Chairman Carlson; President Wood; Trustees Croce, Rothenburger and Troy; Miss Eichel, recorder

Office of the President: Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. Lewis, Staff Assistant, Budget Office

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Worcester: Dr. Smith, Associate Dean for Academic Affairs and Provost

ABSENT: Trustees Breyer and Gordon

The meeting was called to order at 1:30 p.m. by Chairman Carlson. The Chairman asked that copies of Maintenance Budget Request, Fiscal Year 1977 (Doc. T76-033 be distributed to those members of the Committee who had not yet received it. This document, he said, contained only a very minor change in the total figures from the figures discussed and approved in principle at the November 26 meeting of the Committee.

Maintenance Budget Request FY 1977 (Doc. T76-033)

He said that Professor Marshall, the UM/Boston faculty representative, had asked what the figures in the budget request implied with respect to the 15:1 student/faculty ration. He said that she had requested him to call to the attention of the Committee the fact that the UM/Boston faculty had apssed several resolutions expressing their concern that this ratio be maintained and requesting that the faculty be included in any deliberations proposing a change in this ratio. He asked if the budget request contemplated a change in University policy with regard to the student/faculty ratio. Mrs. Hanson replied that there was no change in general policy, but that due to the position freeze imposed by the Legislature, the effective ratio at the present time is greater than 15:1 and that this situation would probably continue into the 1977 fiscal year.

Mr. Gulko said that at UM/Amherst, although the 15:1 ratio is used as a means of determining the number of positions required, it is not in effect in practice. Chairman Carlson said that he would inform Professor Marshall that there has been no change in the policy of the University with regard to the student'faculty ratio and request that she communicate this fact to the Boston faculty.

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Chairman Carlson asked if there were further questions concerning the budget document. There being none, upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the Maintenance Budget Request totalling $105,112,093 for the University Operations and $11,175,181 for the University Hospital, as outlined in Doc. T76-033.

Critical Need Certification (Doc. T76-032)

Chairman Carlson then called the attention of the Committee to the matter of Critical Need Certification (Doc. T76-032). He said that of the 788 vacant positions, the campuses had requested that 86.5 be certified by the President as critical to the operation of the University. Mr. Gartenberg informed the Committee that funding for these positions is available within the present budgets. He added that in addition to the critical positions included in Doc. T76-032, there were some positions which had been requested in September which had not cleared through the first process. These, he said, would be added to the list when it was submitted to the Secretary of Administration and Finance for approval. He added that positions essential for patient care were exampted from the critical needs review process.

After biref discussion, upon motion made and seconded, it was

VOTED: To approve the critical needs as set forth in Doc. T76-032.

Chairman Carlson then called the attention of the Committee to a matter not on the agenda. He informed the Committee that Mr. Gartenberg would be leaving the employ of the University for a position in New York and expressed, on behalf of the Committee, appreciation for the effective staff work done by Mr. Gartenberg with the able assistance of Mrs. Hanson, who will continue to serve the Budget Committee. He wished Mr. Gartenberg success and happiness in his new endeavor.

The meeting was adjourned at 1:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF COMMITTEE ON HEALTH AFFAIRS

December 11, 1975; 12:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Trustees and Trustee Staff: Chairman Robertson; President Wood; Trustees Abrams, Croce; Mr. Callahan representing Trustee Anrig, Mrs. Bluestone representing Trustee Fielding, Dr. Kanner representing Trustee Okin; Secretary Hardy; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Janis, Senior Vice President for Management and Business Affairs-Designate; Mr. Gartenberg, Budget Director; Mr. O'Leary, Assistant Counsel; Ms. Veith, Staff Assistand for Academic Affairs

UM/Worcester: Acting Dean Butcher; Dr. Bulger, Chancellor/Dean-designate; Dr. Hittelman, Faculty Representative; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Dr. Wheeler, Chairman of the Department of Surgery and Hospital Chief of Staff

Guest: Dr. John Hoew from the Medical School

Health Affairs Committee

The meeting was called to order at 12:40 p.m. Chairman Robertson stated that this was a new Committee, and that although the By-laws of the Trustees had not yet been revised to reflect the change, they would be soon. He asked the President to speak to the Committee on what he saw as its area of special competence and focus. President Wood recalled that Trustee Abrams had suggested at the October meeting of the Board that such a committee would be useful, and also recalled that since the statute which had created the Medical School had called for the addition of physicians to the Board, Drs. Abrams and Croce had made important contributions. The President continued that many extremely complex issues relating to the Medical School and hospital would be arising in the next few weeks and months, and said these would pass from this Committee through the Executive Committee to the Board. This Committee, he said, should serve to accelerate the Board's work on these issues.

Chairman Robertson asked Dr. Wheeler for a report on the anticipated opening of the University Hospital. Dr. Wheeler informed the Committee that the anticipated opening date was January 18, and that he felt reasonably sure that this date would hold. The building would be ready by early January and he expected to have 99 percent of the necessary equipment on hand by the opening date. He said the most serious problem had been the delay in the release of positions and funds, but that enough

positions had now been released to allow persons hired to begin work. He specified that one floor would be opened in the beginning, and that the Hospital would have an emergency capability, but that it would not yet have an emergency room as such.

Dr. Kanner asked for more specific information as to what the Hospital did and did not have in equipment and capability. Dr. Wheeler replied that all the essential services were ready, otherwise the Hospital would not open. He said certain X-ray equipment was not yet available, and that the Hospital would not have the capability for obstetrics or pediatrics. He explained that there would have to be a certain amount of reliance on other hospitals for personnel.

Dr. Butcher observed that there had never yet been a completely smooth opening of a new hospital, and that there could be no assurance that there would be no snags whatsoever, but he also felt that the staff and building would be ready.

Trustee Croce asked the President for the reason for separating out the hospital budget in the budget request. There were two main reasons, the President replied: (1) that the Hospital, unlike the other components of the University, is intended to provide income, and (2) because there have been such high start-up costs associated with the Hospital that the total budget of the University was distorted.

Chairman Robertson turned next to the University of Massachusetts Medical Center By-Laws. He asked Vice President Lynton for an overview of the document. Mr. Lynton told the Committee that no vote was required at this time, but that it had been thought useful for this Committee to discuss those sections which would need approval by the Executive Committee at its January meeting. These were Section I--The Medical Center, Section IV--The Hospital Management Board and Section V--The Medical Staff. Section I essentially defined the status of the Medical Center as a full-fledged campus within the multicampus University, under the Board of Trustees. He described Section V as a detailed and generally straightforward set of rules and regulations, and he informed the Committee that counsel had raised some precedural questions with respect to the appeals procedure set forth in this section. Section IV, the Management Board, was very important and would bear careful discussion before approval.

Dr. Howe informed the Committee that the By-laws represented two years of work by different groups within the Medical School. He recognized that changes might be necessary as a result of discussions.

Chairman Robertson asked for an explanation of the Legislative Commission appointed by the Senate President and the Speaker of the House which President Wood had mentioned in his

covering memorandum to the By-laws. President Wood explained that the Commission represented the concern of the House that the goals, missions and functions of the Hospital in this period might benefit from a review and appraisal by a Legislative committee. The Chairman of the Committee was to be Senator Conte, he said, and the House members had not yet been appointed. He said he had inserted this reference in the covering memorandum because he did not want members of the General Court to think that the establishment of the Health Affairs Committee would foreclose legislative input to the Medical School and Hospital. He pointed out that the Commission would be dissolved on July 1, 1976.

Trustee Croce said he had seen an editorial in one of the Worcester newspapers expressing concern that this Commission might meddle with medical affairs, but he said that in his view it was a fiscal oversight committee. Mrs. luestone pointed out that there had been such a Commission set up by the Legislature to oversee the Department of Public Health, and it had proved to be an enormously helpful group in that it enabled the Department to keep communications with the Legislature open and served to educate members of the Legislature about the affairs of the Department. She described the setting up of such a Commission as an opportunity to enlist the help of the General Court in these areas.

Mr. O'Leary was asked to explain his concerns about Section V, and he explained that he had raised questions with respect to the appeals procedure, which he said might not work as it had been intended to and might produce an excessive amount of litigation. However, he said the problems were entirely correctable. Mr. Lynton stressed that different sections of the By-Laws had been written by different groups, and that for this reason there were occasional inconsistencies in the use of language which could be ironed out.

Chairman Robertson turned the discussion to the proposed Hospital Management Board. Trustee Croce said he had read this section several times, and he described it as superb. He added that he had been so impressed that he had introduced portions into the By-Laws of Worcester City Hospital. He then described a number of minor points and questions with respect to the wording of certain sections. A discussion ensued about these points.

Mrs. Bluestone said that the major issue in her mind was the role and authority of the Hospital Management Board. There was confusion in the document with respect to its reporting position which she said ought to be cleared up early. In some sections it appeared to be advisory, while in others it seemed to have substantial authority. She cited what she interpreted as examples of overlap with the responsibilities of administrators and professionals. President Wood confirmed that this was a key issue in the By-Laws, and said there were two relationships which

would need to be ironed out: (1) the relationship of the Hospital Management Board to the Board of Trustees, and (2) its relationship to the Chancellor. Mr. Lynton said that the Management Board should not in any way affect the administrative responsibility of the Chancellor, and should also not interfere with the line relationship from the Chancellor to the President to the Board of Trustees. Chairman Robertson agreed that these issues should be spelled out.

Dr. Howe reviewed the "pendulum swing" which he said had operated in the drafting of this document, with some feelings that the duties of the HMB should be extremely specifically spelled out, and with others feeling that they should be kept general. It was the Hospital staff's feeling that the Board should not start with fixed priorities, but should focus on many areas, at least at first, and should later have its special responsibilities spelled out. Mrs. Bluestone said that in most hospitals it is difficult to change operating procedures because of their venerable tradition. But in a new hospital, she said she felt it was desirable to have as many questions of this kind answered in advance as possible, so that the Management Board does not become tied in knots and unable to act.

Dr. Bulger suggested that Mrs. Bluestone's point was that the Board of Trustees would have to delegate powers to the Management Board, and he wondered whether that decision could perhaps wait until final review of the By-Laws had taken place in September 1976. President Wood explained that both he and the Trustees had the strong feeling that it was not appropriate for the Trustees to be running the hospital, and that this kind of delegation should in due time take place. On the other hand, he said, there were the real questions about how firm the Management Board's initial mandate should be.

Dr. Butcheragreed that this was a unique opportunity to avoid pitfalls before they happen, but stressed that this was also a unique situation: there had never before been a University of Massachusetts Hospital in this place at this time, and he said he felt it was necessary to be flexible at the beginning because it could not be known for sure what exactly would work. Dr. Kanner observed that it is desirable to be flexible, but that whether the Management Board was advisory or could make decisions was a key issue and not merely one of specific function.

Specific questions and problems with Section IV were pointed out and discussed, and a discussion ensued as to the necessary timetable for approval of the By-Laws. Dr. Wheeler was asked how much of the By-Laws had to be approved before the Hospital opened, and he said that Section V , The Medical Staff, would be needed. It was agreed that Dr. Howe and his committee would consult with Mrs. Bluestone in working out a more specific mandate for the Management Board, addressing the issues of

authority and reporting relationships, while the other necessary parts of the By-Laws could be approved in substance and passed along to the Executive Committee.

Utilization Review Plan (Doc. T76-035)

The next matter was the Utilization Review Plan for the University of Massachusetts Hospital (Doc. T76-035). Dr. Wheeler explained that there must be an established plan for review of utilization of hospital services to avoid excessive length of stay or other poor utilization of services, in order for Medicare or other third-party payers to agree to make payments. The language of the document was standard with others of its type. Upon motion made and seconded, it was

VOTED: To recommend that the Executive Committee approve and adopt the Utilization Review Plan for the University of Massachusetts Hospital as set forth in Trustee Document T76-035.

Interagency Agreement #1 (Doc. T76-031A)

The final agenda item was the proposed Interagency Agreement #1 between the University of Massachusetts Medical Center and the Executive Office of Human Services (Doc. T76-031A). Mr. Lynton recalled that one of the goals of the Medical School as adopted by the Board on October 1 was the improvement of health care delivery to the Commonwelath, particularly to clients of public institutions. Work has been going on in this direction for some time, he said, but this proposal looked toward systematizing it and to expanding its scope. The intention, he said, was for specific services to be governed by specific contracts, while the overall character of the contracts and of priorities is set by this umbrella agreement. The Agreement provides guidelines for the later development of specific contracts and enables Acting Dean Butcher and Chancellor Bulger to develop such contracts with the appropriate institutions.

The highlights of the Agreement, said Mr. Lynton, were that it places services in a statewide context by establishing a Statewide Medical Advisory Committee to assist in developing subsequent agreements, and that it spells out the ways in which the Medical Center will work with the Office of Human Services with respect to the hiring of personnel and payment for services. The Agreement had been reviewed by the Statewide Medical Advisory Committee, he said, which had been operating for about a month.

Mrs. Bluestone said that this agreement had been a cooperative effort, and said she believed it would be extremely beneficial to all parties. She pointed out that the new Secretary of Human Services had not seen the Agreement, and she said she would discuss it with him.

Trustee Abrams asked whether clinical faculty who were performing services in a state institution would hold a joint appointment, and he asked how such a person would be paid. Dr.

Howe and Dr. Butcher stressed that such a person would not be receiving two salaries from two different state departments, but that the Department of Mental or Public Health would pay for such services directly into the Group Practice of the Medical School, which would in turn make payments to clinical faculty.

Mr. O'Leary said that details of this type would be worked out in subsequent contracts, each of which would differ on the basis of type of institutions involved. He described this Agreement as setting the broad parameters of the cooperative relationships, with the "nuts and bolts" to be ironed out when actual agreements for specific services to institutions are developed.

Chairman Robertson asked how the cost of services would be determined, and he raised the question of potential loss of revenue to the Hospital. Mr. O'Leary answered the first question by saying that the cost to the institutions served would be governed by the standard rates set by the Rate-Setting Commission. Addressing the second question, Dr. Howe agreed that there would be some loss in potential revenue, but that the benefits to be accrued were worth the cost. Chairman Robertson said he believed that it would be wise to keep track of these potential losses, in case the deficit for the Hospital next year should be greater than had been anticipated. In other words, the University would be in the position, if such were to happen, to put down a portion of the deficit to services rendered to the Departments of Public and Mental Health.

Acting Dean Butcher remarked that all of the staff of the Medical School had a strong commitment to the opening of the Hospital; at the same time, they feel that this kind of Agreement is highly appropriate for them to be involved in. He said he was convinced that the public would be highly in favor of it, and he said he was personally gratified by the enthusiasm and expertise of the task force which had drafted it and by the receptiveness of the Office of Human Services. He said that while there might be some loss of revenue to the Hosptial, the clear mandate and the enthusiasm of the clinical faculty at the Medical School made it worthwhile. He said that the Medical School woukd keep its eye on the cost. Dr. Wheeler also made the point that these agreements would be worked out one at a time, and there was no chance that the School would overcommit itself. There was no further discussion, and the question was moved, seconded and

VOTED: To recommend that the Executive Committee authorize the President of the University, the Chancellor/Dean Designate of the University of Massachusetts Medical Center and the Acting Dean of the University of Massachusetts Medical School to execute on behalf of the University the Inter-

agency Agreement #1 set forth in Trustee Document T76-031A, or as said Agreement may be amended by the parties; further, to recommend that the Chancellor/Dean of the Medical Center or, if necessary, the Acting Dean of the Medical School, in consultation with the President of the University, be authorized to negotiate and to execute contracts developed in accordance with the provisions of the aforementioned Interagency Agreement.

There was no further business to come before the Committee, and the meeting was adjourned at 2:40 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

4800

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

January 6, 1976; 12:30 p.m.
Room CC-114, Medical Science Building
University of Massachusetts/Worcester

PRESENT:

Trustees and Trustee Staff: Chairman Robertson, Trustees Abrams, Croce, Mr. Callahan representing Trustee Anrig, Mrs. Bluestone representing Trustee Fielding, Dr. Kanner representing Trustee Okin; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs, Mrs. Hanson, Associate Budget Director; Mr. O'Leary, Assistant Counsel

UM/Worcester: Chancellor/Dean-designate Bulger; Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost; Mr. Cathey, Controller; Professor Chlapowski; Dr. Canada; Dr. Dalen; Dr. Howe; Dr. Hittelman, Faculty Representative; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Mr. Brennan, representing students

Hospital Opening

The meeting was called to order at 12:40 p.m. Chairman Robertson asked Acting Dean Butcher to report on the progress of the Hospital opening. Dr. Butcher deferred to Mr. Stockwell, the Hospital Director, who reported that the opening was proceeding on schedule for the 18th of January with a little girl scheduled for orthopedic surgery on the 19th. One 72-bed floor was to be opened, with 28 beds available to start. As necessary, the other beds on the floor will be opened.

Mr. Stockwell reported on the details of certification by the Department of Public Health and on staffing for the hospital. He said there had been no difficulty in acquiring nursing staff and that there had been no complaints from the Worcester area hospitals about staff problems as a result of University recruitment. The hardest staff to find, he said, were laboratory technicians for supervisory capacities. There had been a minor delay in the delivery of certain laboratory equipment. The manufacturer, located in Wisconsin, requires that technicians for this equipment must be trained at the factory. This is being done and the consequent delay would not prove serious because appropriate laboratory coverage had been arranged with the Leary Laboratory in Boston. Mr. Stockwell added that he doubted that the Leary Laboratory would need to be used more than a few times.

Malpractice and General Liability Insurance

Mr. Stockwell had mentioned insurance in the course of his report, and Treasurer Johnson next gave information about this. With respect to malpractice, the policy purchased from the Medical Malpractice Joint Underwriting Association covered the hospital and those who work in it with the exception of the physicians, although the Treasurer said he believed physicians could be brought under the policy on a name basis.

Turning to general liability insurance, Treasurer Johnson pointed out that the general liability insurance purchased last year had covered the Amherst and Boston campuses and the Medical School, but not the hospital. He would propose to the Executive Committee that general liability insurance for the hospital also be purchased from the JUA, so that disputes over coverage would not arise from the medical malpractice insurance being written by one company and the hospital general liability being written by another. All of the hospital insurance would be written by the JUA.

Chairman Robertson asked for a report on patient admissions policy for the hospital. Dr. Butcher said this issue was currently under discussion with the President's office and has as yet not been resolved. The Medical School, he pointed out, had been originally planned to have one hundred full-time clinical faculty but, because of the budget problems of the past year, actually had about forty. For this reason the hospital would open without being able to give coverage in all areas, but would provide this coverage by relying on specialists in the Worcester area. Such voluntary clinical faculty should have, he believed, the right to admit patients to the hosptial.

The issue which needed to be addressed, he said, was whether the hospital should be open or closed. His view was that it should be "semi-open," that patients who come to the hospital to be admitted--assuming they are not comatose--should be asked whether they have a Worcester physician and advised that they should seek his assistance. On the other hand, those voluntary faculty who teach the medical students should have the right to admit patients to the hospital He also pointed out that under the law the hospital cannot refuse to admit a patient.

Dr. Butcher also mentioned the issue of the return of clinical income to clinical faculty under the terms of the Group Practice Plan. Full members of the Group Practice are heavily taxed for the income they generate, but he said he felt it would be inadvisable to invite a physician into the hospital to provide a service and then take half of the income he generates. Dr. Dalen stated that the principal issue was whether or not part-time clinical faculty would have admission privileges; taxation, he said, was a less serious issue. His view was that they must have the privileges, because they had performed the teaching function at the Medical School before it had its own faculty, and could not now be told, in effect, that they were no longer needed. Another issue, he said, was what the impact of this privilege would be on the teaching function.

Dr. Bulger addressed the taxation issue, describing a system of payment which might resolve the issues that Dr. Butcher and Dr. Dalen had raised. Drs. Butcher and Dalen, as well as Mr. Lynton, indicated that Dr. Bulger's ideas were valuable and worth considering further.

Mr. Lynton said he believed that a concrete admitting policy would have to be approved by the Board of Trustees, and that it was likely to be a permanent, and not a short-term, solution. Chairman Robertson said he was concerned that the hospital was about to open without any admitting policy. This was a critical issue which must be resolved soon, he said. Mr. Lynton commented that he believed that the issue could be resolved within a few weeks, and that the taxation issue was less pressing and could be resolved on an interim basis pending a permanent solution. He pointed out that the Medical School did have a priority list for patient admissions.

Mrs. Bluestone said that something ought to be said for the absolute right of patients to go to the hospital that they wish, and she also pointed out that the hospital administration ought not to go out of its way to avoid impinging on the Worcester-area hospital census, because of the concern on the part of the Legislature over the size of the hospital deficit. Dr. Butcher said he was aware of this concern, and described the situation as being "caught between a rock and a hard place" in that the concern for not competing with the local hospitals might not be compatible with keeping down the deficit. Mr. Callahan remarked that he had been hearing complimentary reports about the medical care that the Medical School had been providing, and he said that he believed that if the School must err in this dilemma, it would be better to err on the side of medical care. If it did so, he said he was certain that it would have the support of the Trustees.

Mr. Stockwell then offered the following information about the patient profiles for the outpatient clinics: of the initial 3500 visits, 40 percent were from outside central Massachusetts, while only 30 percent were from the Worcester area.

Medical Center By-laws (Doc. T76-034A)

The discussion was then turned to the Medical Center By-laws (Doc. T76-034A). Mr. Lynton informed the Committee that the By-laws had been carefully revised since the last meeting of the Health Affairs Committee. Legal counsel had advised that the Hospital Management Board must have an advisory role since the Board of Trustees could not legally delegate the responsibilities as contemplated by the original draft of the By-laws. This had been one of the principal concerns of the Committee. The reporting relationship between the HMB, the Chancellor, the President and the Board of Trustees was also clarified. Finally, the appeals procedure had been streamlined in line with recommendations of Assistant Counsel O'Leary. Several Trustees expressed their satisfaction with the improvements, although Mrs. Bluestone said she believed the HMB would have to have more management capabilities eventually if the Board of Trustees was not to become bogged down with direct management of the hospital. The possibility of introducing legislation to enable the Board to delegate some of this responsibility was mentioned. Upon a motion made and seconded, it was

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VOTED: To recommend that the Executive Committee approve and adopt the following sections and articles of Doc. T76-034A, the By-laws of the University of Massachusetts Medical Center:

Section I, Articles I and II; Section III, Articles I and II; Section IV, Articles I-IV and Section V, Articles I-VII, IX-XIV, with the provision that these By-laws be reviewed in their entirety by the Board of Trustees no later than September 1, 1976 after receiving the comments and recommendations of the University of Massachusetts Hospital Review Commission.

Poison Control Information Center

Mr. Lynton then advised the Committee on a discussion-only item relating to the establishment of a Poison Control and Information Center at the hospital. Dr. Butcher asked Dr. Andrew Canada, Chairman of the Department of Pharmacy, to explain his proposal to the Committee. Dr. Canada informed the Committee that he had inquired of the Department of Public Health as to the possibility of the Medical Center's being named as a Poison Information Center. The DPH had reactivated a committee to study this, and the Committee had ascertained that such services outside the Boston area were poor. Dr. Canada had then asked the Medical School department heads whether they would support the establishment of such a service, and their response had been favorable.

Dr. Canada explained that "seed money" was available from the federal government through the Emergency Medical Service group of the Department of Public Health which should cover the total cost for the first two years. After that time, if no outside funding could be secured, the net cost to the University would be about $75,000 per year.

Trustee Croce asked whether such a program would interfere with existing poison control centers in Worcester, and Dr. Canada emphasized that the center would be a tertiary referral center. It would work with existing centers to up-grade their standards and provide specialized support for their activities.

After hearing the presentation, the Committee encouraged the development of a formal proposal for the establishment of the center.

Interagency Agreement #1 (Doc. T76-031B)

Finally, Mr. Lynton informed the Committee that after it had recommended approval of the Interagency Agreement #1 (Doc. T76-031B), the Secretary of Human Services had requested that the Secretary of Educational Affairs be made a signatory of the agreement and a member of the Statewide Medical Affairs Committee.

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The document had been amended and would be presented with the amendment to the Executive Committee for approval. There was no further discussion, and the meeting was adjourned at 2:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

RECORD KEEPING ESSENTIALS